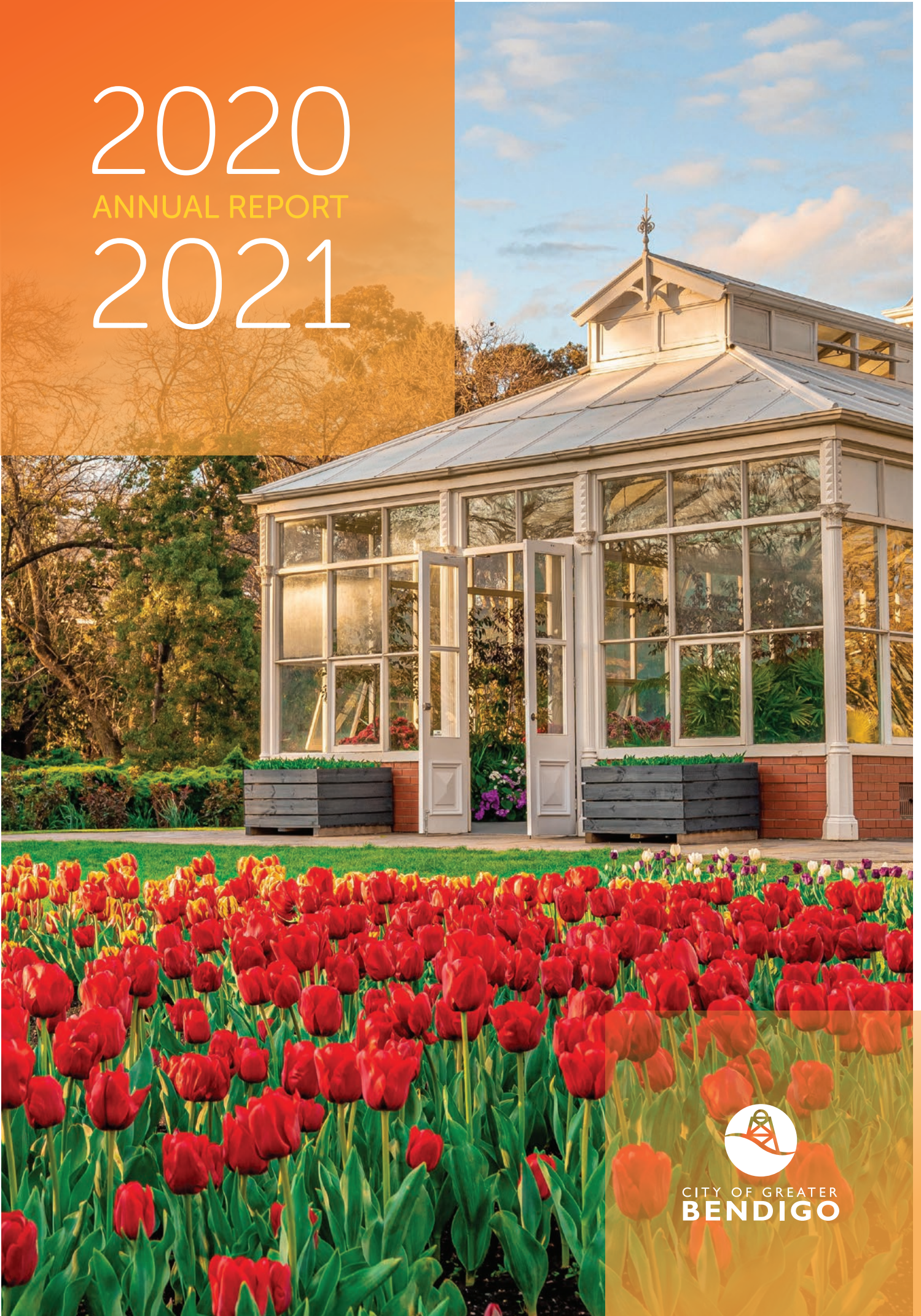


2020 ANNUAL REPORT 2021



CITY OF GREATER
BENDIGO





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ACKNOWLEDGMENT OF COUNTRY

The City of Greater Bendigo is on Dja Dja Wurrung and Taungurung Country.

We acknowledge and extend our appreciation for the Dja Dja Wurrung and Taungurung People, the Traditional Owners of the land.

We pay our respects to leaders and Elders past, present and emerging for they hold the memories, the traditions, the culture and the hopes of all Dja Dja Wurrung and Taungurung Peoples.

We express our gratitude in the sharing of this land, our sorrow for the personal, spiritual and cultural costs of that sharing and our hope that we may walk forward together in harmony and in the spirit of healing.





WELCOME TO THE REPORT OF OPERATIONS FOR 2020/2021

Council is committed to transparent reporting and accountability to the community and the Report of Operations for 2020/2021 is the primary means of advising the City of Greater Bendigo community about Council's operations and performance during the financial year.

GREATER BENDIGO PROFILE

The City of Greater Bendigo is in the centre of Victoria, covering almost 3,000 square kilometres.

Greater Bendigo is a vibrant, creative, and culturally enriched major regional centre for northern Victoria and southern NSW and has the third largest urban area in Victoria.

It also includes productive agricultural areas and many small towns and villages such as Heathcote, Axedale, Huntly, Marong, Elmore, Goornong, Kamarooka, Lockwood, Neillborough, Sebastian, Woodvale, Raywood, Mia Mia and Redesdale, which are renowned for their strong sense of community and lifestyle.

The local population is continuing to grow and is becoming increasingly culturally, religiously and ethnically diverse. Council is committed to Greater Bendigo being a community that understands and respects cultural and religious differences, supports multiculturalism and actively promotes cultural inclusion.



SNAPSHOT OF COUNCIL

The City of Greater Bendigo (the City) has nine councillors across three wards.

Lockwood Ward

Localities include: Big Hill, Golden Gully, Golden Square, Harcourt North, Kangaroo Flat, Leichardt, Lockwood, Lockwood South, Maiden Gully, Mandurang, Mandurang South, Marong, Myers Flat, Quarry Hill, Ravenswood, Sailors Gully, Sedgwick, Shelbourne, Spring Gully, West Bendigo, Wilsons Hill.

Whipstick Ward

Localities include: Ascot, Avonmore, Bagshot, Bagshot North, Barnadown, Bendigo, California Gully, Drummartin, Eaglehawk, Eaglehawk North, East Bendigo, Elmore, Epsom, Fosterville, Goornong, Hunter, Huntly, Huntly North, Ironbark, Jackass Flat, Kamarooka, Long Gully, Neilborough, North Bendigo, Raywood, Sebastian, Wellsford, Whipstick, White Hills, Woodvale.

Eppalock Ward

Localities include: Argyle, Axe Creek, Axedale, Bendigo, Costerfield, Derrinal, East Bendigo, Emu Creek, Eppalock, Flora Hill, Heathcote, Junortoun, Kennington, Kimbolton, Knowsley, Ladys Pass, Longlea, Lyal, Mia Mia, Mount Camel, Myrtle Creek, Redcastle, Redesdale, Strathdale, Strathfieldsaye, Toolleen.



DEMOGRAPHIC PROFILE

- Greater Bendigo has an estimated population of 119,980 people
- More than 23.9% of the population are aged 60 years and over
- The median age is 39
- 8% of the population were born overseas, compared to the Victorian average of 28%
- The Greater Bendigo SEIFA score of 981 (index of inequalities) is lower than the Victorian average of 1,010
- 27% of households rent their home
- 85% of residents live in urban Bendigo
- 16% of people have a Bachelor degree or higher
- 41.9% of people have no formal qualifications
- 26% of people live on their own
- 41% of the labour force work part time
- 2% of people take public transport to work
- 23.1% of residents volunteer
- 21% of households are considered to be low income
- 1.7% of the population are Aboriginal or Torres Strait Islander

**Data sourced from profile.id, which compiles and presents data from the Australian Bureau of Statistics (2016 Census)*



THE YEAR IN REVIEW

14,800

tonnes of organic
waste from
residential properties

68

new citizens
welcomed at a
Citizenship
Ceremony

59,000

spring bulbs
planted
including
tulips

865,614

visits to the City's
website

3,250

people
accessing
youth
development
programs

10,764

vaccines administered
at public, school and
staff sessions

38,467

library members



290,292

early education
childcare hours

50,919

total number of
customer requests
to the City

26

sporting
events

44

funded
school crossing
supervisors

99

business
development
events delivered

HIGHLIGHTS OF THE YEAR

July

- A proposal for a six-storey hotel development in Hargreaves Mall was approved by the Council, with 110 hotel rooms and associated restaurant, café and social function facilities planned
- The City's Bendigo Invention + Innovation Festival revealed 'Optimism through innovation' as the theme for its five-week virtual event and launched a Voices of Optimism webinar series
- City announced construction date for a new dog park in Heathcote
- Stage 2 of the Golden Square Heritage Study began, and the community was asked to give feedback on what heritage places should be protected and enhanced for future generations
- Twenty-one local organisations took up the City's temporary COVID-19 Community Grants Program to support essential relief and recovery-based activities within the community during the pandemic
- Local businesses were urged to take advantage of free government services to help communicate with refugees and non-English speakers



August

- The Strathdale Park Play Space won the Parks and Leisure Australia VIC/ TAS Play Space award for excellence for a play space over \$500,000
- Council adopted a new Economic Development Strategy, 'A Stronger Greater Bendigo 2030', to shape an inclusive, sustainable and prosperous community where all people can thrive
- A selection of central Victorian musicians performed via Instagram for an online music festival, Isol-Aid, as part of continued online support from Bendigo Venues and Events for artists.
- Bendigo Visitor Centre, operated by the City, won a Travellers' Choice award from TripAdvisor, which placed it in the top rated 10 per cent of attractions worldwide
- Council adopted the Greater Bendigo Planning Scheme Amendment C222 to introduce a Huntly Development Contributions Plan (DCP) overlay, the first of its kind in the municipality, to provide timely delivery of essential infrastructure
- The City hosted a free webinar for potential Council candidates, focusing on the experience of a Councillor
- A draft concept plan to redevelop the former Municipal Baths was unveiled for community feedback, including a terraced amphitheatre, two shelters and lawn areas
- Council adopted a suite of new governance documents as required under the new Local Government Act 2020 which received Royal assent in March 2020. The new documents are:
 - Public Transparency Policy
 - New Governance Rules covering the conduct of meetings
 - Election Period Policy covering decision-making during election periods
 - Council Expenses and Councillor Support Policy
 - Audit and Risk Charter
 - Updated delegations
 - Integration of new provisions for Delegated Committees

September

- Marong Township Plan was adopted to establish a planning framework for the township's future growth and development
- The City fast-tracked support measures and infrastructure needs for hospitality businesses wishing to expand their outdoor dining footprint
- A spring tourism campaign called Bloom was launched and featured an impressive display of 50,000 tulips in Rosalind Park, curator talks, live music and exhibitions
- A new Reconciliation Plan for 2021-2025 was released to advance reconciliation and support local Aboriginal and Torres Strait Islander communities
- The City released its Affordable Housing Action Plan for public comment, which outlined its strategy to help deliver more affordable housing to the community
- A music video was written, produced and performed by the City's Intercultural Ambassadors as a love song to the Bendigo community to show they cared
- The bid to make the Central Victorian Goldfields a UNESCO World Heritage site received a further boost from a world heritage expert, who declared the site as a significant example from the 19th century's gold rush





October

- The newly constructed Heathcote Dog Park was opened to the public with a 1.8 metre fence and a large concrete trough to provide water and water play options
- 70 state-of-the-art Pay by Plate smart meters were installed in the city centre to make it easier to use with card or coin payment options
- Council elections were held and five new Councillors were elected and four Councillors were returned
- The Bendigo Gastronomy region won its first-ever food industry award, taking out the Outstanding Region category in *delicious.* magazine's Harvey Norman Produce Awards 2020



November

- *Piinpi: Contemporary Indigenous Fashion* opened at Bendigo Art Gallery and was the first major exhibition to celebrate garments and textiles from First Nations designers and artists
- The City announced \$40,000 in Business Revival Grants to support small to medium-sized businesses during the COVID-19 pandemic
- The Greater Bendigo Planning Scheme was released for public comment as part of a formal review of the entire scheme to bring it in line with Council's strategic direction
- The City became the first Local Government in Australia to be accredited as a Welcoming City by the Welcoming Cities Network
- The new Council was declared for 2020-2024. Cr Dr Jennifer Alden was elected Mayor and Cr Andrea Metcalf became Deputy Mayor for the first year of the Council term
- For the third year in a row, Bendigo's historic Rosalind Park retained its prestigious Green Flag award, recognising it as one of the best green spaces in Australia
- The Dragon City Sounds online concert starring Baker Boy, Dallas Woods and Aswang took place as part of Bendigo Venues and Events' online series to support artists

December

- The City and Bendigo Telco promoted the benefits of central Bendigo's super-fast 100 gigabit broadband network
- The Truck Wise program completed its final stage with a groundbreaking virtual reality experience to build greater awareness among 16 to 18 year olds about interactions between cars and trucks
- Work began to replace the existing synthetic soccer pitch and shelter at Epsom Huntly Recreation Reserve with a new FIFA Quality Certified Pitch
- The community provided feedback on the development of a draft masterplan for Malone Park in Marong
- The City in partnership with Sport and Recreation Victoria announced plans for new female-friendly and accessible facilities at Strathfieldsaye Sports Centre community hub



January

- The 2021 City of Greater Bendigo Citizen of the Year was Cathie Steele and the Young Citizen of the Year was Ma Aye Paw. Both were recognised for their leadership and work supporting the Greater Bendigo community, especially during the COVID-19 pandemic
- The City's Customer Service Centres at Hopetoun Street, Bendigo and High Street, Heathcote reopened in January after being closed for most of 2020
- A concept plan for a new shade structure in Hargreaves Mall was released. This structure will provide year-round weather protection and enable a range of events such as markets, fun days and live music performances
- The City appointed 18 Youth Councillors for the 2021/2022 Youth Council term to represent the voices of young people who live, work and study in Greater Bendigo
- A new community website, Connect Greater Bendigo, was launched to help residents find, join, and connect with local events, clubs, groups and organisations
- The City's Creative Recovery Fund led to over 14 new creative projects with more planned to support artists and creatives impacted by the COVID-19 pandemic
- The organics fortnightly collection was extended to include the townships of Heathcote, Axedale, Goornong and Elmore



February

- The Queen Elizabeth Oval car park was announced as the new location for two new electric vehicle charging stations to promote electric vehicle economic and tourism opportunities. They will be part of the Charging the Regions initiative
- The future-focused Imagine Greater Bendigo project began, and residents were given the opportunity to help shape the city and region's future. The feedback received was to help Council prepare a new community vision and Council Plan, 10-year Financial Plan, and Municipal Public Health and Wellbeing Plan
- The community provided feedback on the temporary outdoor dining initiative to explore new opportunities and its overall impact on the region
- Bendigo was named as one of Australia's top 10 most welcoming towns by Booking.com
- The new Kangaroo Flat Library in Lockwood Road was opened
- The first concert with an audience since the beginning of the COVID-19 pandemic took place at the Bendigo Chamber Music Festival
- Council adopted a new Councillor Code of Conduct as part of the phasing in of the new Local Government Act 2020



Installation view *Mary Quant: Fashion Revolutionary* 2021. Courtesy of Bendigo Art Gallery



March

- *Mary Quant: Fashion Revolutionary* opened at Bendigo Art Gallery and a series of themed public art activations in the city centre and Heathcote were also unveiled to celebrate the iconic designer and the sixties era
- A World Games Day with the City's Intercultural Ambassadors was held to celebrate Harmony Week
- Mayor Cr Dr Jennifer Alden officially launched the Bendigo and Region Gastronomy Guide to showcase the region's culture and traditions around food and drink as Australia's first and only UNESCO Creative City of Gastronomy
- A vibrant and colourful installation, *Butterfly Kisses*, was opened in Rosalind Park's Conservatory
- The City's new publication *Wildlife-friendly Gardens* was released to help residents design and plant gardens that will benefit local wildlife by providing food and shelter
- The community was invited to participate in a waste and resource recovery survey as part of new work to transition to a circular economy





April

- A new initiative to support Aboriginal businesses and economic development across central Victoria began. Funded by Regional Development Victoria, the initiative responds to significant gaps in engaging with Aboriginal businesses
- The first of three Planning Scheme Amendments to implement the review of the Planning Scheme was adopted to bring it in line with Council's strategic direction
- Bendigo and Heathcote were shortlisted in finalist categories in the Top Tourism Town Awards. Bendigo was shortlisted in the regional town category and Heathcote in the small regional town category
- Council approved a planning application for a second major hotel development in the city centre. The proposed six-storey residential hotel features 105 hotel rooms, a multi-purpose function room, restaurant and car parking for 80 cars
- The community and visitors enjoyed an alternative Easter program called Eggs-plore, a family fun-packed program



May

- Considerable numbers attended the Bendigo Writers Festival's four-day event with 6,000 tickets sold and 100 writers taking part
- Mayor Cr Dr Jennifer Alden attended the Healthy Heart of Victoria launch of a new boardwalk and path upgrades at Kangaroo Flat's Gateway Park
- The expanded outdoor dining trial was extended until April 30, 2022. The initiative continued to support businesses that expanded their outdoor dining offer along footpaths, into car parks and in Bull Street in the city centre
- A new program began to plant 3,000 trees each year as part of Greening Greater Bendigo to increase tree cover in urban areas
- Talented young artists were recognised in the 2021 RAW Arts Awards
- A community vision to create a bright and happy future for Greater Bendigo was written as part of stage 2 of Imagine Greater Bendigo. Sixty-five residents were selected specially to form a community vision and represent the views of the community
- The City was one of 46 Victorian Councils to sign on to VECCO, the Victorian Energy Collaboration, which is the largest-ever emissions reduction project undertaken by Local Government in Australia. By joining the project, the City's electricity will be powered with 100 per cent renewables, including community buildings, libraries and streetlights

June

- *Awaken, Bendigo brought to light* began in Rosalind Park as part of a new winter campaign, *IGNITE*. More than 60,000 people visited the event during winter and enjoyed a unique experience and local hospitality
- Mayor Cr Dr Jennifer Alden and Chief Executive Officer Craig Niemann travelled to Canberra on an advocacy visit to raise awareness about future projects and opportunities for collaboration with the Australian Government
- Council approved a Revenue and Rating Plan, a new requirement under the Local Government Act 2020, which outlines how revenue is calculated and collected. The Revenue and Rating Plan takes a four-year approach to explain how Council calculated revenue needed to fund its activities
- The Finding Flood Solutions project began to guide decisions about infrastructure development to reduce the potential impact of flooding in central Bendigo and the community was invited to take part in the project
- The City completes the Working for Victoria program, which provided jobs and income for 115 unemployed local people for six months during the pandemic
- The community was asked to comment on a draft Reducing Harm from Gambling Policy, which aims to minimise harm through supply reduction, demand reduction and harm reduction
- A new International Relations Policy 2021 was adopted to provide greater clarity and guide international efforts
- 2021/2022 Budget was adopted and included a \$2M COVID-19 support package for business and the community and a new allocation of \$729,000 for business support grants
- The design of the popular Strathdale Park Play Space in Crook Street was recognised through a Regional Achievement Award from the Australian Institute of Landscape Architects (AILA) Victoria/Tasmania chapter



CHALLENGES AND FUTURE OUTLOOK

Challenges and opportunities

- Ensuring the Greater Bendigo community, businesses and broader economy recovers from the ongoing COVID-19 pandemic
- Climate change is a significant threat to Greater Bendigo and the City is committed to driving net zero carbon emissions for Greater Bendigo by 2036
- Building our resilience in emergency planning
- Maintaining and planning new infrastructure in urban and rural communities in line with the demands of a growing population
- Continuing to provide high quality and affordable services for Greater Bendigo's growing community
- Investigating solutions for waste and resource recovery, including the development of a regional facility and developing a circular economy for the region

- Transforming our organisation in line with the *Our Future Workplace Strategy* and enhancing customer experiences as we transition towards the Bendigo GovHub
- Supporting tourism events and campaigns to draw more visitors from elsewhere to visit and stay longer and boost the local economy

The future

- Delivering on the Council Plan, Financial Plan, Municipal Public Health and Wellbeing Plan, and Asset Plan over the next four years
- Delivering a new Climate Change and Environment Strategy
- Developing a master plan and completing planning studies for a new Regional Employment Precinct in south Marong and continue advocating for State Government support
- Planning for a population of 200,000 by 2050
- Maximising the benefits of significant developments in the city centre

- Securing funding to expand the Bendigo Airport terminal building and business park
- Supporting business' digital capacity, collaboration and improvements with new business grants valued at \$729,000
- Developing a circular economy and implementing new initiatives to reduce carbon emissions collectively as a community with the Bendigo Climate Collaboration
- Balancing the demand for new infrastructure while maintaining or upgrading existing assets
- Implementing a range of key strategies, including the Economic Development Strategy, the Reconciliation Plan, the International Relations Policy and the Greater Bendigo Coalition for Gender Equity Strategy
- Capitalising on Greater Bendigo's designation as a City and region of Gastronomy and member of the UNESCO Creative Cities Network



MESSAGE FROM THE MAYOR AND CHIEF EXECUTIVE OFFICER

As we prepare this message Greater Bendigo, like the rest of the world, continues to be challenged by the COVID-19 pandemic.

The tail of the pandemic is proving to be long and in this financial year the City's operations were impacted by three separate lockdowns and many changes in restrictions.

Despite this, Council and the organisation adapted and continued to find creative ways to engage with and support our community, as well as keep up the day-to-day delivery of valued services.

In 2020, a number of initiatives went online including the Bendigo Invention and Innovation Festival, which was a free event running over five weeks that saw people log on from around the world to learn about optimism through innovation.

Our Bendigo Venues and Events staff promoted local musicians as part of the Isol-Aid Instagram music festival and staged online concert *Dragon City Sounds* featuring indigenous hip hop artist Baker Boy. The extraordinarily successful *What I did last week* online art exhibition produced five volumes of books capturing works submitted by residents who made art throughout 2020.

To support businesses to recover, the City supported the fast expansion of outdoor dining for hospitality traders and offered \$40,000 in Business Revival Grants to help small-to-medium-sized businesses.

The City was again successful in winning a number of awards, including state and national awards for the design of the Strathdale Park play space, Rosalind Park received its third-straight Green Flag Award, the Bendigo Visitor Centre was in the top rated 10 per cent of attractions worldwide and we were the first Local Government in Australia to be accredited as a Welcoming City.

Strategic work continued and was released for public comment or endorsed by Council, including the formal review of the Greater Bendigo Planning Scheme, International Relations Policy and Affordable Housing Action Plan, and three separate planning applications for hotel developments in the city centre were supported.

It was also a Council election year, which saw the City present a number of opportunities to help potential candidates understand the role of a Councillor. In October elections were held and four Councillors were returned, and five new faces are now sitting around the Council table.

The new Council was sworn-in in November and Cr Andrea Metcalf was elected Deputy Mayor.

Council and staff got to work consulting the community as part of the Imagine Greater Bendigo project, with all feedback received to inform the development of a Community

Vision, Council Plan, Public Health and Wellbeing Plan, 10-year Financial Plan and eventually an Asset Plan. Importantly, the impacts of climate change must be factored into these plans and a new Climate Change and Environment Strategy is also being prepared.

The Imagine project included a community panel held in May where participants presented Council with the new Community Vision – *Greater Bendigo celebrates our diverse community. We are welcoming, sustainable, and prosperous. Walking hand-in-hand with the traditional custodians of this land. Building on our rich heritage for a bright and happy future.*

Council also adopted the 2021/2022 Budget, which included a \$2M COVID-19 support package for business and the community that featured a new allocation of \$729,000 for business support grants, waiving or freezing a range of fees and charges representing a saving of \$576,000 to businesses and residents, investing \$420,000 in event attraction and promotion, and extending the Financial Hardship Policy, valued at \$265,000, to allow ratepayers to defer rate payments without accruing interest.

The organisation said farewell to Director Presentation and Assets Debbie Wood and welcomed a new Director, Brian Westley. The City also farewellled Director Strategy and Growth Bernie O'Sullivan and will welcome a new Director in the new financial year.

Although we have found ourselves online more than face-to-face over the past 12 months, overall, it was still largely business as usual for the City and together we acknowledge the great way Council and staff have worked together during this time.

We are proud of the achievements highlighted in this report and thank Councillors past and present and staff for all their wonderful efforts. We hope you enjoy reading the Annual Report.

Mayor Cr Dr Jennifer Alden
Chief Executive Officer Craig Niemann



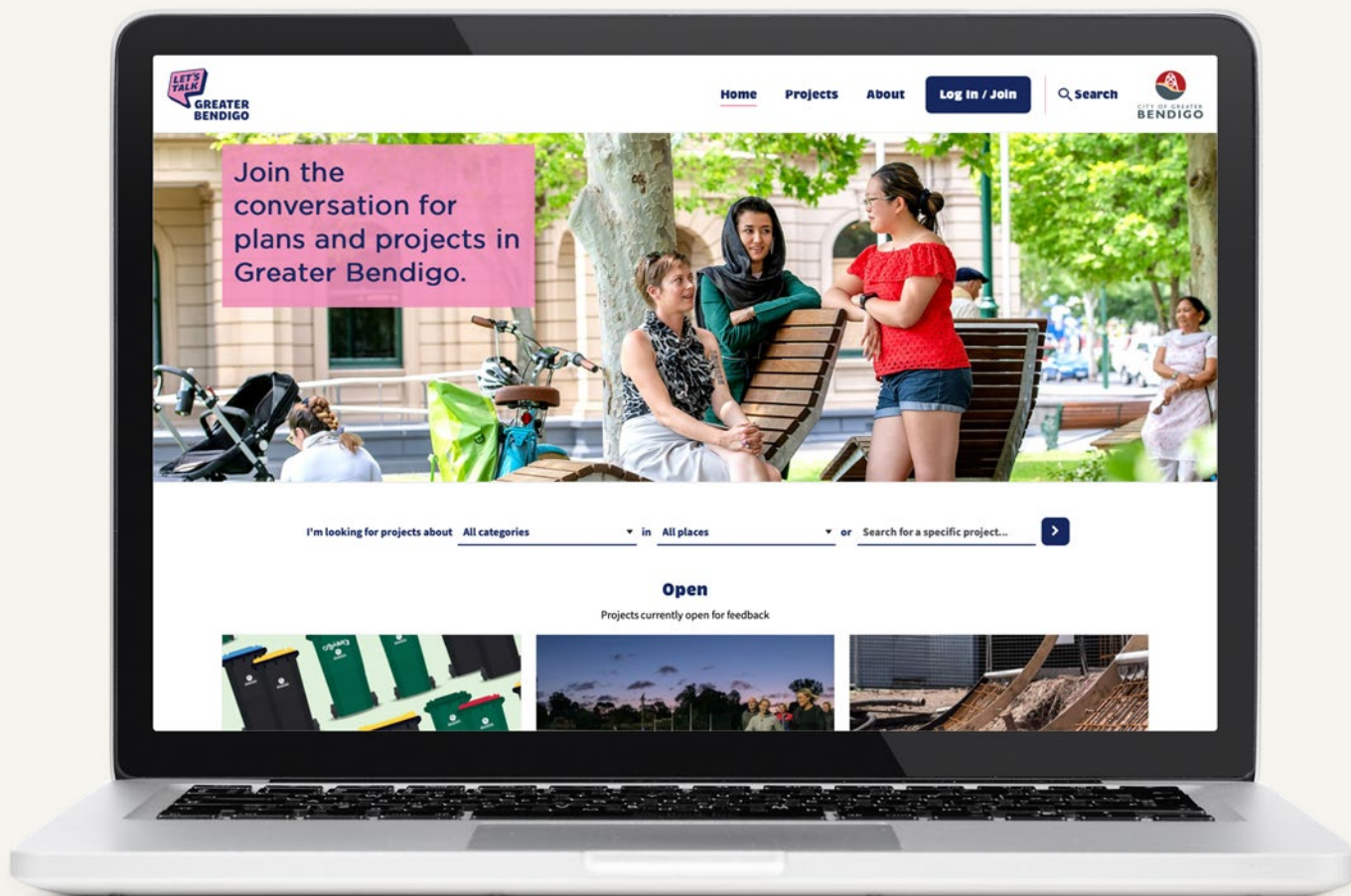
ENGAGING WITH OUR COMMUNITY

The City of Greater Bendigo is implementing its new Engagement Policy as part of its commitment to meaningful engagement with the community. Continuous community engagement allows the City and Council to keep the community informed on issues that affect them and seek input into decisions about the way the City delivers its many services. It improves the quality of Council decisions and helps community members understand the numerous factors that Council must consider.

In 2020/2021, the City and Council continued their work to undertake comprehensive community engagement throughout the year but were limited with in-person interactions as a result of the pandemic. There were three Victorian lockdowns and restrictions, which did limit in-person public engagements.

Engagement was delivered in many different forms. A lot of engagement was carried out online, via social media, interactive website sessions and via surveys. Microsoft Teams video conferencing meetings were arranged where appropriate. During times when engagement was permitted, face-to-face engagement took place. As in previous years, the City consulted on a large variety of projects, including building projects, strategic plans, and changes to service provision.

The City also introduced Let's Talk Greater Bendigo in February 2021, a digital platform to present important draft projects and strategies seeking community engagement. Nineteen projects asking for community feedback have taken place during this financial year on Let's Talk. City staff also consulted on 19 other engagements (this excludes Councillor ward engagements, see Governance page 56).



FINANCIAL SUMMARY

The City continues to experience a more challenging fiscal environment, in part because of the COVID-19 pandemic and its impacts on households and businesses in our community. The City remains in a sustainable financial position, the result of financial discipline over previous years. For the City to remain sustainable and our services to remain affordable for the community, this disciplined approach must continue over years to come. The City has drafted a 10-year Financial Plan in line with the new Local Government Act, which outlines how Council will responsibly manage community funds and ensure it is financially sustainable.

A summary of financial performance is outlined below. Further details can be seen in the Financial and Performance Statements at the end of this report.

Operating position

The City's operating result for 2020/2021 was a surplus of \$11.8M. It should be noted that the City's headline surplus is reported in line with the Australian Accounting Standards and includes many non-cash items including \$12.5M in "income" for assets brought to account upon the finalisation of subdivisions by developers.

The COVID-19 pandemic had an impact on revenue and expenses in the year, with significant shutdowns to services. However, many units with reduced revenue also experienced reduced outgoings. The City recast an original budget developed in January 2020 through to a revised July 2020 adopted version. From the original base budget, there was \$4.69M in reduced user fees and charges revenue. After that, revenue for fees and charges were lower than this revised budget by another \$3.2M. However, during the financial year, expenditure overall was also lower than originally expected – as recreation, pools and other services could not be opened. Within the overall financials, there was also additional COVID-related grants revenue received from State and Federal governments. This included a \$4.6M Working for Victoria Grant from the State Government for additional employee costs, which was spent during the year.

Income

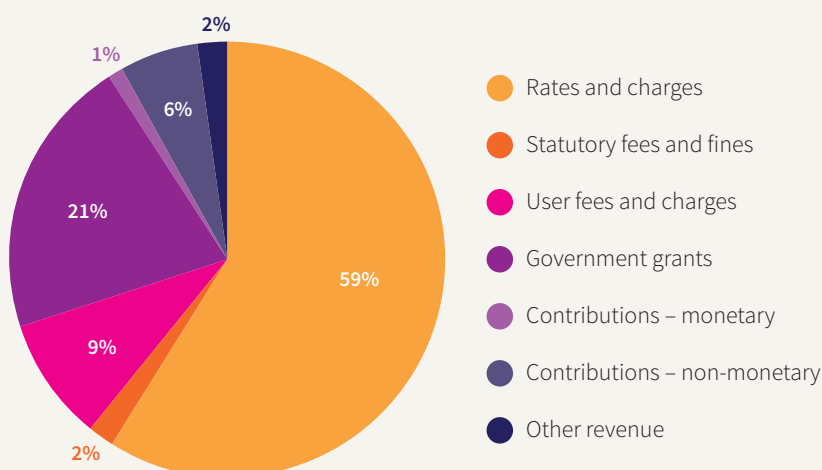
The City receives income from a wide range of sources, including rates, user fees, fines, grants, contributions and other income. Total income for 2020/2021 was \$213.5M, which was in line with the revised budget.

Although user fees received were significantly less than budgeted due to service shutdowns, this was offset by grants. The main City income source was rates and charges, which represented 59 per cent of the City's income in 2020/2021.

Since the pandemic, the City has been focused on identifying a range of initiatives to support our community and businesses that are impacted by COVID-19, including easing the

financial strain by enabling deferral of a range of payments and charges. The City introduced specific hardship measures to support community members, including the ability for those experiencing financial hardship to defer payments. Several fees, charges and rates did not increase from the previous year's rate. The user fees and charges for the coming year were originally budgeted to increase by \$4.3M, however, the continued lockdowns are likely to impact on this estimate. Whilst some of these impacts are forecast into 2021/2022, and some fees will be waived, it is hoped that overall income for events and other areas will rise in 2021/2022.

Source of income

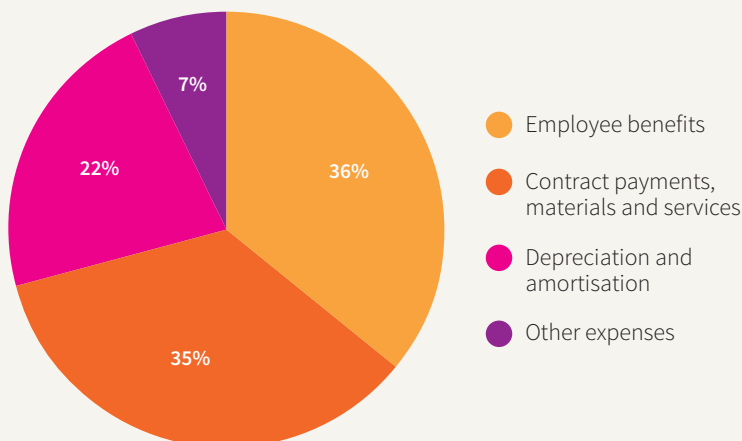


Expenses

The City's total operational expenditure including depreciation for 2020/2021 was \$202M. Expenditure delivers services which benefit the community. Total operational expenditure has increased slightly from the prior year, reflecting increased expenditure on salaries, materials, contracts and services.

Some expenditure has been reduced during the financial year alongside reduced revenues where certain services closed due to the pandemic (including the Bendigo Easter Fair, Bendigo Art Gallery and Bendigo Venues and Events). The State Government committed funding of \$4.6M for the Working for Victoria initiative, which provided 115 unemployed people with jobs for a six-month period. These funds increased the allocation of grants income and increased employee costs for the year.

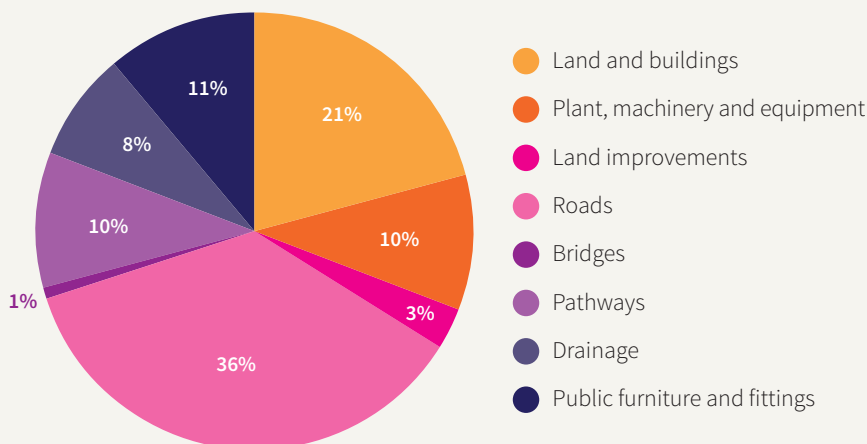
Categories of expenditure



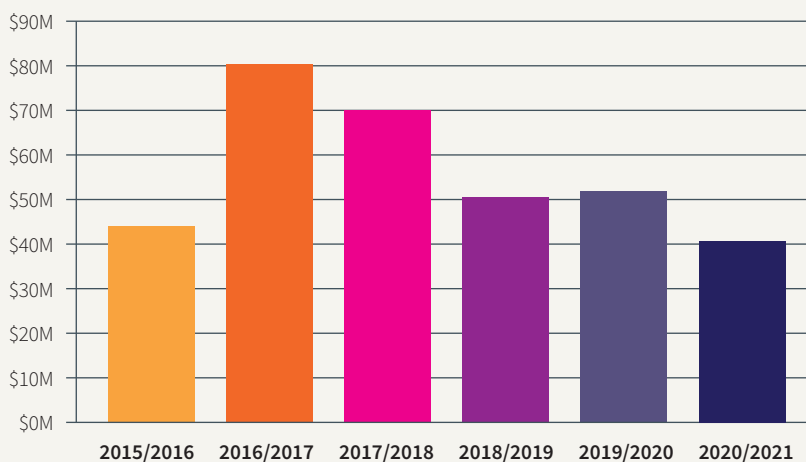
Capital works expenditure

The City delivered \$40.7M of capital works throughout the financial year, with the most significant areas of capital investment on buildings and roads. Some minor delays were experienced during the year due to the impact of the pandemic, although it was less than in other City services. There are a number of projects that have expenditure planned for 2021/2022, including Kennington Recreation Reserve and the Bendigo Botanic Gardens. More details on significant capital projects delivered during the year are included within the Description of Operations on page 22.

Capital works by type



Capital works expenditure



Financial sustainability

In 2020/2021, the City's Budget was based on a 2 per cent rate increase in line with the State Government's Fair Go Rates System. Like previous years, Council did not seek a variation to the rate cap and looked to absorb increasing costs and significantly lower forecast revenue within current allocations. The drive to find efficiencies within operations remains ongoing to ensure there are no significant impacts on service delivery.

Providing services to those in the community most affected by the COVID-19 pandemic and ensuring long term community sustainability, whilst delivering a capital works program to support recovery, were all part of the City's approach 2020/2021.

The City extended its hardship measures and support initiatives during the COVID-19 pandemic. These included the ability for those experiencing financial hardship to defer payments until June 30, and some targeted business and community grant programs.

Reduced revenue and increasing other costs also mean that it is vital that efforts continue to identify efficiencies and alternative funding opportunities to reduce the City's reliance on rate revenue. The City relies on support from State and Federal governments to deliver key infrastructure projects

and provide support for other important programs. A significant level of advocacy and detail went into each grant application, which resulted in Council successfully receiving \$45.1M in grant funding during the 2020/2021 financial year.

Key sustainability indicators

Indicator	Result	Risk rating ¹
Net result (%)	5.5%	LOW
Adjusted underlying result (%)	(6.84)%	HIGH
Liquidity (ratio)	1.60	LOW
Internal financing (%)	38%	LOW
Indebtedness (%)	29%	LOW
Capital replacement (ratio)	1.00	MEDIUM
Renewal gap (ratio)	0.68	MEDIUM

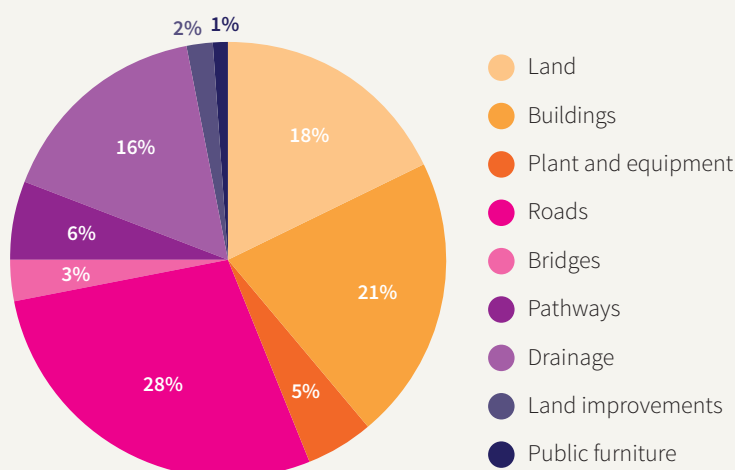
1. Rating per VAGO's risk matrix

Further details and analysis of the City's financial position and forecasts can be found in the City's 10-year Financial Plan, available to view on the City's website.

Asset renewal

The City continues to prioritise the presentation and renewal of infrastructure and other assets (refer also to Goal 4 in the Community Plan). Assets support the delivery of services needed by the community. Council invested \$26.8M in renewal works during the 2020/2021 year. The continued investment supports maintenance of \$1.7B in assets.

Council assets by type



DESCRIPTION OF OPERATIONS

The City is responsible for delivering 69 important services in our community, including waste collections, street cleaning, road maintenance, environmental health, statutory planning, tourism and visitor services, maintenance of our award-winning parks, gardens and recreation facilities, early years services, home support, our prestigious Bendigo Art Gallery, Ulumbarra and The Capital theatres and much more. This broad range of community services and important infrastructure continue to support the wellbeing and needs of our community.

While the COVID-19 pandemic impacted some services and functions during State Government restrictions (such as the temporary closure of Bendigo Venue & Events and Bendigo Art Gallery during lockdowns), the City's essential services continued to operate throughout, and the City provided additional services in the community in response to the pandemic. Essential services include collecting waste, fixing roads and footpaths, mowing ovals and parks and gardens, providing immunisation, maternal and child health, childcare, and aged care, as well as planning services, offering community and business grants, rehoming animals, overseeing building projects and delivering customer service. Around 400 staff continued to work from home to support the delivery of important services to the community during State Government restrictions.

The COVID-19 pandemic has continued to cause significant disruption to the Greater Bendigo economy and place financial strain on many households and businesses. Councillors have given priority to projects and services named in the Community Plan that support residents to live healthy, active and connected lives, while protecting and enhancing our built and natural heritage and reducing our impact on the environment. The 2020/2021 and 2021/2022 Budget were significantly redrafted to boost the level of financial support available to the community.

The City provided hardship measures to support the community. Deferral on rates payments was extended to June 30, 2021, there was a freeze of fees and charges on a variety of facilities and services, and staffing and financial assistance was provided to Bendigo Foodshare.

As part of the measures in this 2020/2021 financial year, businesses experiencing hardship could defer rates payments to June 30, 2021, without incurring interest or late penalties. A full waiver of various fees under the Local Law such as A-frame, outdoor dining, and goods for display permit fees were put in place for impacted businesses. A 50 per cent reduction on food, health and accommodation registration fees was also introduced towards the start of the financial year. A new outdoor dining initiative was fast-tracked to allow hospitality businesses to extend their footprint outdoors to accommodate patrons in a COVID-safe way. With State funding, the City coordinated new infrastructure for outdoor settings.

Towards the end of the financial year, Council announced a comprehensive \$2M pandemic response package in the 2021/2022 Budget to provide continued support and help the region. It included \$729,000 for new business improvement grants and \$265,000 for additional event attraction to boost the visitor economy, deferral of rates with no interest for those experiencing hardship valued at \$275,000, and around 400 fees and charges were waived, reduced or frozen for a year.

Council's vision, strategic objectives and strategies to further improve services and facilities are described in our Community Plan 2017-2021. Please refer to the section on Performance on page 33 for more information on the services we provide.

Council also had a wide range of responsibilities under State and Federal government legislation.

Economic factors

Council delivered its fifth Budget under the 'Fair Go rates' system with a state-wide rate cap of 2 per cent for the 2020/2021 year. The City elected not to apply for an exemption to this cap. While the COVID-19 pandemic has continued to be a major disruptor, Councillors were guided by the principles of supporting those experiencing financial hardship, economic and social support and relief, long term community sustainability, operational efficiency, and delivery of capital projects.

Major capital works

During the 2020/2021 financial year, \$40.7M in major capital works and funding included:

Stage two of the Bendigo Town Hall renewal – \$3m

A program of conservation works has taken place at Bendigo Town Hall, one of Greater Bendigo's most famous heritage assets. Stage two involved an overall façade restoration, including significant roof, window and door repairs, painting, repairs to the external façade, covering roof repairs and painting the exterior

New shelter and soccer pitch renewal at Epsom Huntly Recreation Reserve – \$650,000

- FIFA Quality Certified synthetic pitch
- New player shelters and weather-protected spectator areas to attract significant competitions and cater for mass participation in the future

Street light program – \$380,000

- The City undertook a large-scale changeover of old sodium light fittings to energy efficient LED fittings across the municipality, with 360 lights replaced over this multi-year program to improve energy usage and reduce light pollution

Essential infrastructure

- \$11.4M on roads
- \$510,000 on bridges
- \$1.5M on drainage works
- \$3.5M in footpaths and shared paths
- Funding for City of Gastronomy initiatives
- Extension of organics collection service to rural towns
- Increased tree planting program across Greater Bendigo

The City also commenced multi-million dollar construction projects at Kennington Recreation Reserve Harry Trott Pavilion and the Bendigo Botanic Gardens Central Hub.

Major changes

- Five new Councillors were elected, and four existing Councillors were returned in the Council elections in October 2020. Mayor Cr Dr Jennifer Alden was elected Mayor and Cr Andrea Metcalf was elected Deputy Mayor. (See page 57)
- Director Presentation and Assets Debbie Wood left the City in October 2020 and Brian Westley was appointed to the role in November 2020. Director Strategy and Growth Bernie O'Sullivan left the organisation in March 2021. Director Corporate Performance Andrew Cooney has been the Acting Director Strategy and Growth since May. Manager GovHub and Our Future Workplace Jenn Spelling covered his substantive role, serving as the Acting Director Corporate Performance
- Council adopted a Development Contributions Plan (DCP) in Huntly to support the fair funding and delivery of infrastructure and facilities for a growing residential community in a timely manner. A DCP specifies the type of infrastructure to be provided, project costs and apportionment, and allows the City to collect development contribution levies
- The City's Customer Service Centres introduced new processes in January 2021 to keep the community safe during the COVID-19 pandemic. Only EFTPOS and cheques are accepted for invoice payments at the reception centres, cash is no longer accepted at the centres in Bendigo and Heathcote. Residents are now able to pre-arrange appointments with specialist staff members, which provides an enhanced level of service
- A \$4.63M Victorian Government grant under the Working For Victoria (WfV) initiative provided funding to employ local unemployed people during the COVID-19 pandemic. The WfV grant was used to create 115 positions for six months

Major achievements

A Stronger Greater Bendigo 2030 economic development strategy was adopted in August 2020 to target better and more sustainable businesses and jobs, improved health and wellbeing, strengthened skills and education levels, and actions to improve the environment and tackle climate change.

The City is one of 46 leading councils purchasing 100 per cent renewable energy through a collective Power Purchase Agreement (Victorian Energy Collaboration) starting in July 2021. This will help to reduce Council's greenhouse gas emissions and is a major step towards our target of net zero emissions by 2036. It is the largest-ever emissions reduction project undertaken by Local Governments in Australia. All of the City's buildings, libraries and streetlights will be powered with 100 per cent renewable energy.

The City is the first Local Government in Australia to be accredited as a Welcoming City by the Welcoming Cities Network. The City is recognised for its commitment to cultural diversity, Aboriginal reconciliation and social cohesion.

The City developed and implemented its successful Love Your Local campaign to drive social and economic recovery and build on efforts to encourage people to shop locally where possible to support our local businesses.

A second Reconciliation Plan has been adopted to drive meaningful change and foster a community that recognises and respects Aboriginal people and cultures, supports the self-determination of our Traditional Owners to care for and heal Country and people, and helps build a strong and vibrant culture that celebrates the Aboriginal community of Greater Bendigo.

OUR COUNCIL

Greater Bendigo is divided into three wards, each with rural areas, small towns and parts of urban Bendigo. Each ward is represented by three Councillors. They have the responsibility for setting the strategic direction for the municipality, policy development, identifying service standards and monitoring performance across the organisation.



CURRENT COUNCILLORS

Eppalock Ward



Cr Matthew Evans

T 4408 6694 M 0437 867 028
E m.evans@bendigo.vic.gov.au

Date elected: October 24, 2020



Cr Margaret O'Rourke

T 4408 6692 M 0429 061 096
E m.orourke@bendigo.vic.gov.au

Date elected: October 22, 2016
(Mayor 2016/2017, 2017/2018, 2018/2019, 2019/2020)



Cr Greg Penna

T 4408 6690 M 0429 721 958
E g.penna@bendigo.vic.gov.au

Date elected: October 24, 2020

Lockwood Ward



Mayor Cr Dr Jennifer Alden

T 4408 6695 M 0499 005 735
E j.alden@bendigo.vic.gov.au

Date elected: October 22, 2016
(Mayor 2020/2021, Deputy Mayor 2017/2018)



Cr Rod Fyffe OAM

T 4408 6688 M 0419 874 015
E r.fyffe@bendigo.vic.gov.au

Date elected: first elected 1996
(Mayor 2003/2004, 2004/2005, 2010/2011, 2015/2016, Deputy Mayor 2016/2017, 2018/2019)



Cr Vaughan Williams

T 4408 6696 M 0437 858 776
E v.williams@bendigo.vic.gov.au

Date elected: October 24, 2020

Whipstick Ward



Deputy Mayor Cr Andrea Metcalf

T 4408 6697 M 0499 009 096
E a.metcalf@bendigo.vic.gov.au

Date elected: October 22, 2016
(Deputy Mayor 2020/2021)



Cr David Fagg

T 4408 6698 M 0437 892 918
E d.fagg@bendigo.vic.gov.au

Date elected: October 24, 2020



Cr Julie Sloan

T 4408 6689 M 0437 862 975
E j.sloan@bendigo.vic.gov.au

Date elected: October 24, 2020

Councillor emails, like other correspondence, are the property of the City and may be referred to a staff member for action.

RETIRING COUNCILLORS



Cr George Flack
Eppalock Ward

Date elected: October 22, 2016



Cr Susie Hawke
Eppalock Ward

Date elected: October 11, 2019



Cr Matt Emond
Lockwood Ward

Dated elected: October 22, 2016
(Deputy Mayor 2019/2020)



Cr James Williams
Whipstick Ward

Date elected: October 27, 2012



Cr Malcolm Pethybridge
Whipstick Ward

Date elected: October 23, 2018



OUR PEOPLE

Council appoints a Chief Executive Officer who is responsible for the day-to-day management of operations in accordance with the strategic directions of the Community Plan. The CEO and four directors make up the Executive Management Team.



Craig Niemann,
Chief Executive Officer

Areas of responsibility:

- Operational matters for the organisation
- Communications



Vicky Mason,
Director Health and Wellbeing

Areas of responsibility:

- Home support (aged and disability)
- Children and families
- Community engagement and development, including rural development
- Youth development
- Cultural development, including community events and celebrations
- Recreation planning and development
- Increasing and improving the access and availability of active and passive open space
- Environmental health, parking and animal services



Brian Westly,
Director Presentation and Assets
(from November 2020)



Debbie Wood,
Director Presentation and Assets
(until October 2020)

Areas of responsibility:

- Roads, footpaths and drainage
- Urban and landscape design
- Parks and gardens
- Waste management
- Community buildings and facilities maintenance



Bernie O'Sullivan,
Director Strategy and Growth
(until March 2021)

Areas of responsibility:

- Business services
- Economic development
- Strategic planning
- Statutory planning
- Tourism and visitor services
- Arts and cultural activities
- Bendigo Airport and Bendigo Livestock Exchange



Andrew Cooney,
Director Corporate Performance

Areas of responsibility:

- Finance and Budget
- Business transformation
- Rates and valuations
- Customer service
- Human resources
- Governance
- Information technology
- Future workplace

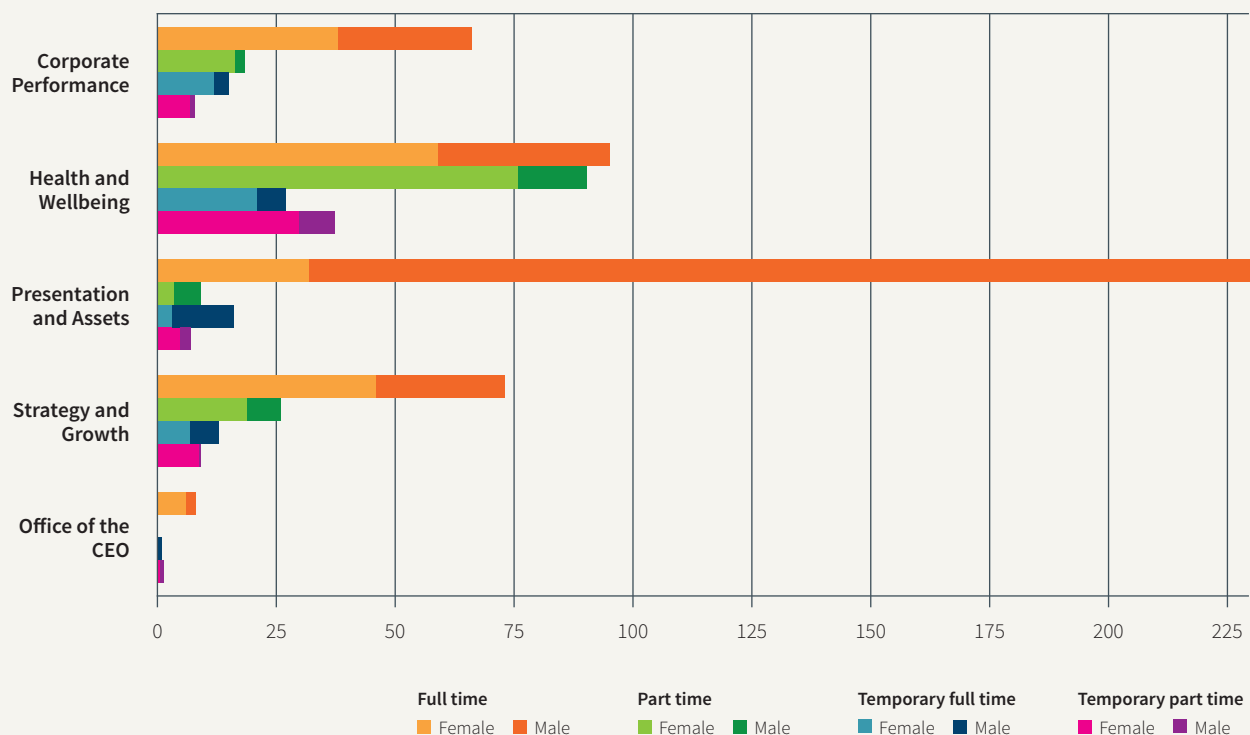
ORGANISATION STRUCTURE



CITY STAFF

A summary of the number of full time equivalent (FTE) staff by organisational structure and employment type.

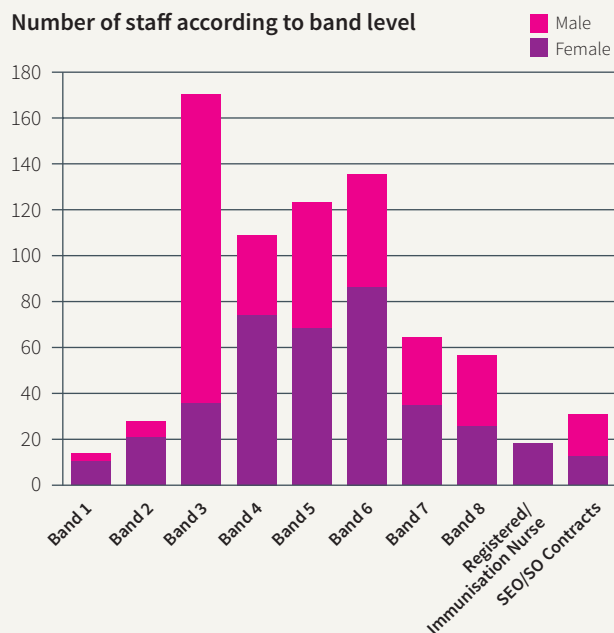
	Corporate Performance	Health and Wellbeing	Presentation and Assets	Strategy and Growth	Office of the CEO	Total
Full time						
Female	38.00	59.00	32.00	46.00	6.00	181.00
Male	28.00	36.00	198.00	27.00	2.00	291.00
Part time						
Female	16.37	75.86	3.49	18.92	0.00	114.64
Male	2.10	14.50	5.48	7.05	0.00	29.13
Temporary – full time						
Female	12.00	21.00	3.00	7.00	0.00	43.00
Male	3.00	6.00	13.00	6.00	1.00	29.00
Temporary – part time						
Female	6.97	29.78	4.78	8.71	0.60	50.84
Male	0.95	7.45	2.27	0.40	0.80	11.87
Casual						
Female	0.0009	0.5300	0.0001	0.0048	0.0000	0.5358
Male	0.0001	0.0014	0.0002	0.0024	0.0000	0.0041
Total	107.39	250.12	262.02	121.09	10.40	751.02



A summary of the number of full time equivalent (FTE) staff categorised by employment classification below.

	Female	Male	Total
Band 1	10.80	3.33	14.13
Band 2	21.20	6.82	28.02
Band 3	35.84	134.26	170.10
Band 4	74.30	34.75	109.05
Band 5	68.72	54.63	123.35
Band 6	86.76	48.80	135.56
Band 7	35.15	29.61	64.76
Band 8	26.04	30.80	56.84
MCH / Immunisation Nurse	18.21	0.0001	18.21
SEO/SO contracts	13.00	18.00	31.00
Total	390.02	361.00	751.02

Number of staff according to band level



EQUAL EMPLOYMENT OPPORTUNITY

Respecting each other at work

The City is an equal opportunity employer and is committed to providing a safe and supportive work environment that is free from discrimination, harassment, victimisation and bullying and where all individuals treat each other with respect.

The City has several policies and processes that outline the expected standards of behaviour and why these standards are important. Employees and people managers continue to receive training on values and behaviours, the Code of Conduct and acceptable workplace behaviour, including what to do if unacceptable behaviour occurs.

The City also has a network of trained Contact Officers in place who are available to provide employees with information and impartial support regarding concerns about inappropriate workplace behaviour and equal opportunity.

The City provides confidential and appropriate support and assistance to employees who have experienced family violence through the Employee Assistance Program and leave provisions in the Enterprise

Agreement. Promotion of the support and resources available to employees experiencing family violence is via an information brochure and the intranet. Several Contact Officers have also attended targeted training to be able to provide a higher level of appropriate support and/or referral for employees.

Organisation culture

The organisation values our diverse and skilled workforce and is committed to maintaining an inclusive and collaborative workplace culture.

The City does this by:

- Implementing the Reconciliation Action Plan, Cultural Diversity and Inclusion Plan and All Ages All Abilities Plan that include actions to support reconciliation, cultural diversity and inclusion
- Reducing barriers to people with a disability obtaining and maintaining employment
- Maintaining a safe and inclusive working environment through the delivery of all staff training and targeted Working Safely training sessions
- Ensuring that recruitment processes adhere to equal employment opportunity requirements
- Attracting and retaining talented people with a broad range of skills and experiences
- Providing targeted employment opportunities through our traineeship and apprenticeship program
- Building a flexible organisation by providing opportunities for work arrangements that accommodate different career and life stages (including flexible and part time work, job share arrangements, remote working and transition to retirement options)
- Supporting employees' cultural obligations through the inclusion of employment provisions within our Enterprise Agreement
- Creating an equitable environment for employees and their people managers to encourage open, two-way communication about responsibilities, performance, feedback and career planning



Employee engagement surveys were conducted in August 2020 and March 2021.

The Standard Engagement Statements that employees were asked to rate were:

Expectations – I know what is expected of me at work

Recognition – I receive recognition for doing good work

Communication – I am happy with the communication from the Executive team

Team – My team is committed to doing quality work

Future – I am happy about my future at this organisation

Safety – I work in a safe environment

Resources – I have the tools and resources to do my job

The highest satisfaction level for respondents is in the **Team** area with **Safety** and **Expectations** also scoring highly.

Custom Engagement Statements were also included:

People Manager – I am happy with the communication from my people manager

Flexible Work – I am supported to take up flexible work options

Opportunities – In the last year, I have had opportunities to learn and develop

Opinion – At work, my opinions seem to count

Valued – My people manager, or someone at work, seem to value me as a person

The City's results in all of the standard areas were higher than the Local Government benchmark:

Survey areas	The City August 20	The City March 21	Benchmark March 21
Expectations	84.8%	83.3%	77.1%
Recognition	72.5%	72.5%	68.5%
Communication	69.5%	68.5%	62.0%
Team	87.8%	88.0%	84.2%
Future	73.0%	68.8%	68.2%
Safety	84.8%	83.8%	78.4%
Resources	75.5%	74.8%	70.2%
Overall	78.3%	77.0%	72.7%

The results indicate an increase in the satisfaction of respondents in all areas

Survey areas	August 20	March 21
People Manager	67.0%	74.0%
Flexible Work	73.3%	77.8%
Opportunities	69.8%	73.3%
Opinion	66.8%	70.3%
Valued	73.8%	80.0%
Overall	70.0%	75.0%

The results indicate an increase in the satisfaction of respondents in all areas when surveyed again in March 2021. This was a very positive result given the challenging year.

OTHER STAFF MATTERS

Professional development

The City has a comprehensive learning and development program with four focus areas: All staff training, corporate systems and processes, professional development and working safely. The program is developed in alignment with legislative requirements, strategic priorities, and in response to needs identified through performance and development plans. The program is delivered via e-learning, online training and in-person sessions.

Fifty training sessions were held in 2020/2021 with 1,011 employees attending. There were 7,105 e-learning enrolments (cumulative) with 5,615 courses completed (cumulative).

The City also offers study support for employees undertaking further education to enhance their skills and effectiveness in their current role or in preparation for future career opportunities with the City. In the past year, 11 employees had approved study support applications.

Years of Service

In March 2021, 78 employees were recognised for reaching significant service milestones with the City.

Years of Service	Number of employees
10	31
15	24
20	5
25	7
30	6
35	4
40	1

OUR VALUES AND BEHAVIOURS

Working together to be the best we can for our community

1. We have a clear vision and understand our purpose
2. We encourage each other to be the best we can
3. We listen and think things through
4. We work together to make a difference in our community

1. We talk to each other and share information and knowledge
2. We nurture ideas, creativity and innovation
3. We use feedback to improve our performance
4. We work together to continuously improve what we do

1. We plan and deliver quality programs, projects and services
2. We help each other to make informed decisions and take action
3. We make the best use of our resources
4. We work together as a team

1. We support each other
2. We recognise contribution, performance and achievement
3. We take responsibility for our actions
4. We work together to create a safe and healthy workplace

1. We get to know our customers and understand their needs
2. We do what we say we will do
3. We follow our policies and procedures
4. We work together to provide great service

1. We are friendly, professional and treat each other with courtesy
2. We recognise and value diverse backgrounds and perspectives
3. We gain the trust of others by acting fairly and with integrity
4. We work together to create and maintain a positive culture



OUR PERFORMANCE

PLANNING AND ACCOUNTABILITY FRAMEWORK

The Planning and Accountability Framework is found in Part 6 of the *Local Government Act 1989* (the Act). The Act requires councils to prepare the following planning and reporting documents:

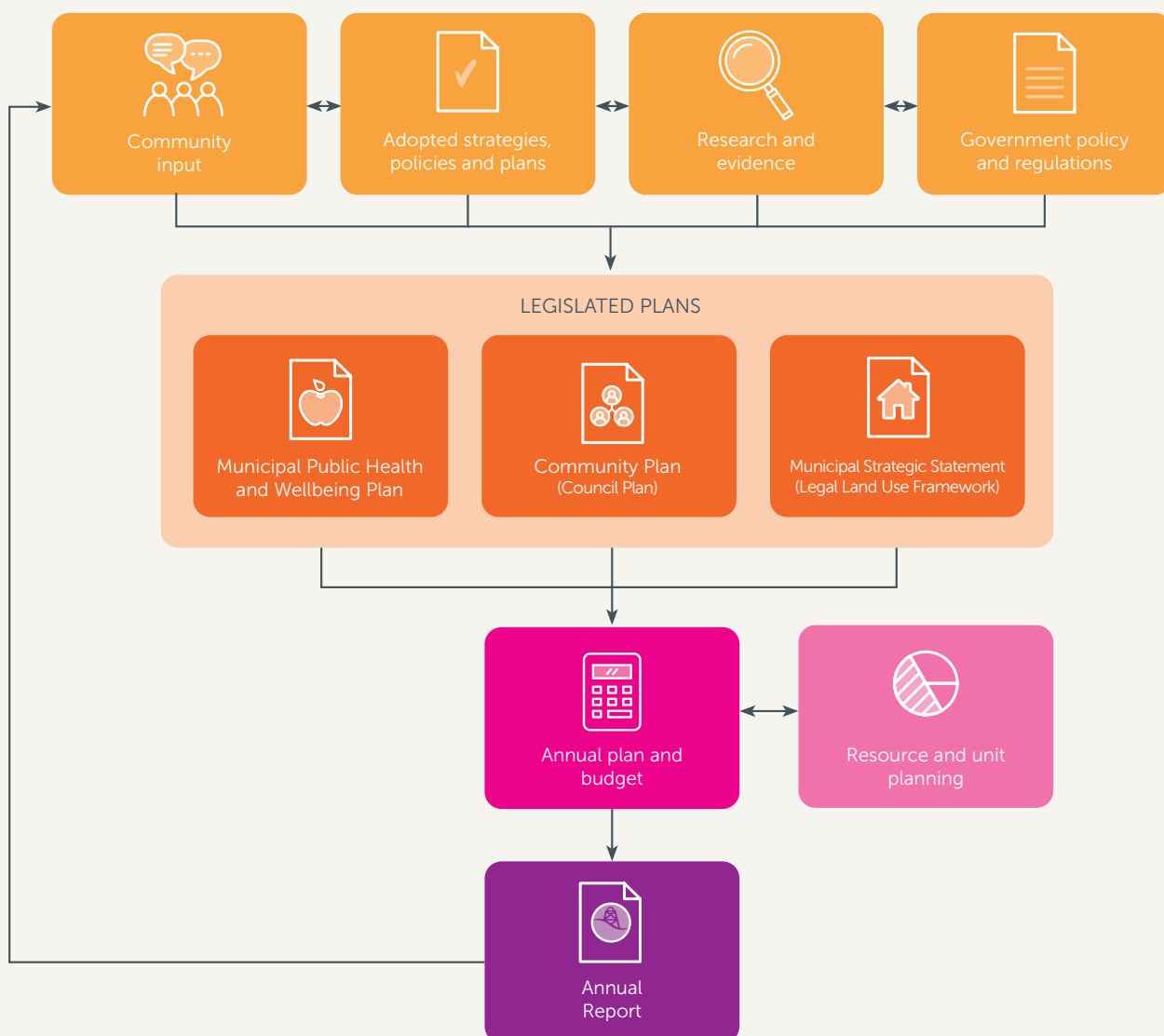
- A Council Plan within six months after each general election or by June 30, whichever is later

- A strategic resource plan for a period of at least four years and include this in the Council Plan
- A budget for each financial year
- An annual report in respect of each financial year

The following diagram shows the relationships between the key

planning and reporting documents that make up the planning and accountability framework for the City. It also shows that there are opportunities for community and stakeholder input and feedback at each stage of the planning and reporting cycle.

Integrated Corporate Planning Framework



COUNCIL PLAN

The Community Plan 2017-2021 includes six goals to guide Council's decisions and actions over a four year period and help achieve its vision for Greater Bendigo to be the world's most liveable community. Each goal has a series of objectives and strategies for achieving these in the four-year period. The strategies have actions that reflect budget allocations and new initiatives for the 2020/2021 year.

PERFORMANCE

Council's performance for the 2020/2021 year has been reported according to each theme in the Community Plan. Performance has been measured as follows:

- The updated report for the City of Greater Bendigo Liveability Indicators (2016). The Liveability Indicators are also used as the Strategic Indicators.
- Progress in relation to major initiatives identified in the Budget
- Results against the actions in the Community Plan 2017-2021
- Services funded in the budget and persons or sections of the community who benefit from these services
- Results against the prescribed service performance indicators and measures (Local Government Performance Reporting Framework-LGPRF)

The following are the six goals and objectives as detailed in the Community Plan.

Goal 1: Lead and govern for all	<ol style="list-style-type: none"> 1.1 Engage with all communities 1.2 Explain the reason for its decisions 1.3 Be innovative and financially responsible 1.4 Be accountable and efficient in its use of the community's money 1.5 Take a leadership role in regional planning, advocacy and work in partnership with regional councils
Goal 2: Wellbeing and fairness	<ol style="list-style-type: none"> 2.1 Create a much healthier Greater Bendigo 2.2 Promote positive wellbeing across the Greater Bendigo community 2.3 Promote community connection 2.4 Support participation and development for residents of all ages and abilities 2.5 Create safe and resilient communities
Goal 3: Strengthening the economy	<ol style="list-style-type: none"> 3.1 Support our local businesses and industry to be strong, vibrant, and to grow and develop 3.2 Make it easier for people to transition from education to employment 3.3 Ensure Greater Bendigo is a welcoming place for new businesses and industries, and supports creativity and innovation and visitor attraction
Goal 4: Presentation and managing growth	<ol style="list-style-type: none"> 4.1 Plan for a growing population 4.2 Plan to meet future housing needs 4.3 Continue to implement strategies that increase the capacity of transport networks to better move people and goods and encourages walking, cycling and the use of public transport 4.4 Keep Greater Bendigo attractive with good quality public facilities and places 4.5 Provide and maintain urban and rural infrastructure to support the liveability of our community
Goal 5: Environmental sustainability	<ol style="list-style-type: none"> 5.1 Drawing on the One Planet Living framework to connect the health of the natural environment to the health and prosperity of our community 5.2 Demonstrate leadership in sustaining the rich biological diversity of the Greater Bendigo region that sustains healthy ecosystems
Goal 6: Embracing culture and heritage	<ol style="list-style-type: none"> 6.1 Celebrate our unique heritage 6.2 Build pride in and shared responsibility for our public spaces 6.3 Offer and support a diverse range of events that attract and connect people 6.4 Embrace diversity 6.5 Advance reconciliation

GOAL 1 – LEAD AND GOVERN FOR ALL

1.1 Engage with all communities

1.2 Explain the reason for its decisions

1.3 Be innovative and financially responsible

1.4 Be accountable and efficient in its use of the community's money

1.5 Take a leadership role in regional planning, advocacy and work in partnership with regional councils

Community Plan 2020/2021 actions

The following statement reviews Council's performance against its 2020/2021 actions from the Community Plan.

Actions	Status	Progress comments
Major initiatives		
1. Develop a new lens for the Budget to support deliverability, equity and long-term financial planning.	In progress	<ul style="list-style-type: none"> Proposed Budget and Revenue & Rating Plan adopted Deliberative engagement sessions (community) completed Initial 'settings' discussion with Council on the 10-year Financial Plan Review of Council Plan Priorities in progress against 10-year Financial Plan
2. Progress the GovHub project and liaise with project managers of the Bendigo Kangan Institute redevelopment and new Bendigo Law Courts projects to ensure the northern end of the city centre remains as accessible as possible during construction of these projects.	In progress	A formal structure for developers to work with the City to facilitate construction site set up has been established. Developers from all sites have provided unsolicited positive feedback on the smooth and collaborative process.
3. Advocate for priority issues that impact on the region including: <ul style="list-style-type: none"> Long term solution for Bendigo's rising groundwater Funding for further expansion of the Bendigo Airport Funding for world heritage listing Transport links for Bendigo including improved connections to the Bendigo metro rail network Recycling and resource recovery 	Completed	The City of Greater Bendigo investment prospectus has been updated. The Mayor and CEO attended the National General Assembly of Local Government in Canberra in June and used this opportunity to promote the booklet. They also met with the Assistant Minister for Waste Reduction and Environmental Management, the Hon. Trevor Evans, and provided an update on the work the City has done over recent years and what we are doing with our Circular Economy tender process. Assistant Minister Evans indicated he was interested in understanding more on our procurement plans. Met with Melanie Hotton who was appointed Director Loddon Mallee, Regional Roads Victoria. Discussion included Bendigo's growth and strategic work, industrial land and Marong Transport Link. Minister for Transport Infrastructure Jacinta Allan announced that contracts had been awarded to deliver three new train stations at Goornong, Huntly and Raywood and upgrade of the Bendigo Echuca line. State Government has allocated \$49.6M.

Actions	Status	Progress comments
Initiatives		
4. Implementation of the Organisation Strategy including: <ul style="list-style-type: none"> IT system enhancements and process improvements which support using less paper Increased mobility for staff to work in the field and remotely 	In progress	As a result of COVID-19 there was an increase in digitised forms and electronic communications and a decrease in the use of paper and printing. The Oslympics challenges each business unit to deliver the 'quick wins' of the of the Org Strategy and plan out the longer term deliverables.
5. Implement the revised Community Engagement Policy and undertake a review of the community engagement framework, guidelines and toolkit.	In progress	The Engagement Policy has been implemented. The review of the engagement guidelines and toolkit is on hold pending recruitment of a Community Engagement Officer. It is anticipated that this work will commence later in 2021.
6. Progress the Bendigo GovHub project and identify further benefits from the development.	In progress	Bendigo GovHub is now at 90 per cent detailed design. 100 per cent design scheduled for completion in October 2021. Future benefits being identified via Organisation Strategy and financial savings.

Services

The following statement provides information in relation to the services funded in the 2020/2021 Budget and the persons or sections of the community who are provided the service.

Service unit	Description	Net cost Actual (less) Budget (equals) Variance \$000
Office of the CEO and Communications	The Office of the CEO and Communications provides strategic leadership to the organisation, implementation of Council decisions including the Community Plan and other key strategic directions. It provides representation and advocacy on key issues of importance to Greater Bendigo and the region. Communications ensures the community is well informed of City news and information is distributed using various communications channels available. It also promotes the City's services and events to the community.	(1,578) (1,715) 137
Corporate Performance	The Corporate Performance Directorate leads, enables and strengthens our organisation to ensure it has the resources and capability to deliver on the Community Plan. The Directorate does this through developing our people and culture, systems and processes, good governance practices and financial stewardship to ensure the delivery of high-quality services and programs. The Directorate leads innovation and business transformation to ensure we are ready to meet the challenges and opportunities of the future in partnership with our community.	(368) (382) 14
Our Future Workplace	The Our Future Workplace unit leads the implementation of our Organisation Strategy, which maximise the benefits from new ways of working. The changes include the physical relocation to the Bendigo GovHub.	(761) (1,339) 578

Service unit	Description	Net cost Actual (less) Budget (equals) Variance \$000
Business Transformation	The Business Transformation unit supports the organisation to continuously review and improve its service and program delivery. Operations are continually transformed and renewed, using the opportunities provided by technology, to deliver services that are customer focused. Customer service needs are met effectively and efficiently, including providing multiple options for customers to access council services.	(2,464) (2,611) 147
Financial Strategy	The Financial Strategy unit is responsible for Finance operations, Rates, Project Management Framework and Strategic Asset Management. The unit provides long-term financial planning to ensure the ongoing financial sustainability of Council's operations and delivers the annual budget, financial, and asset reporting programs.	(22,396) (25,349) (2,953)
Governance	The Governance unit is responsible for providing advice and support to the Councillors and organisation to aid decision making and ensure that the Council is compliant with legislative responsibilities and good governance practices. The unit also supports effective risk management; legal advice; and ensures procurement is undertaken in a considered and responsible way to deliver on Council's and the community's objectives. In 2020/2021 this includes \$0.5M related to Council elections that the Council pays to the VEC.	(4,791) (4,586) (205)
Information Management	The Information Management unit provides efficient and effective corporate systems and infrastructure to enable the functions of Council to be delivered at a high level of service in a cost-effective way.	(4,116) (4,569) 453
People and Culture	The People and Culture unit supports the organisation to recruit, develop and retain the people and skills required to deliver the best services we can for the community. The unit works across the organisation to embed our preferred culture and values to ensure our workplaces are safe and inclusive.	(3,490) (3,641) 151

Performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/indicator/measure	Results				Material variations
	2018	2019	2020	2021	
Governance					
Transparency					
Council decisions made at meetings closed to the public [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	5.69%	8.29%	7.03%	15.25%	During lockdown, meetings were held virtually where the public gallery was closed. Where restriction permitted small numbers within the gallery, this was enabled.
Consultation and engagement					
Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	56	56	54	55	
Attendance					
Councillor attendance at Council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	93.16%	91.45%	90.60%	96.30%	
Service cost					
Cost of elected representation [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$54,562	\$60,204	\$56,620	\$61,424	
Satisfaction					
Satisfaction with Council decisions [Community satisfaction rating out of 100 with the performance of Council in making decisions in the interest of the community]	54	57	53	54	

GOAL 2 – WELLBEING AND FAIRNESS

2.1 Create a much healthier Greater Bendigo

2.2 Promote positive wellbeing across the Greater Bendigo community

2.3 Promote community connection

2.4 Support participation and development for residents of all ages and abilities

2.5 Create safe and resilient communities

Community Plan 2020/2021 actions

The following statement reviews Council's performance against its 2020/2021 actions from the Community Plan.

Actions	Status	Progress comments
Major initiatives		
7. Deliver a range of facility improvements to support active and healthy lifestyles including: <ul style="list-style-type: none"> • Kennington Recreation Reserve Pavilion upgrade • Kangaroo Flat Bowls Club synthetic green and lighting • Pool improvements at Marong, Bendigo and Brennan Park • Amenities upgrade to Strathfieldsaye Recreation Reserve sports clubrooms in Club Court • Renewal of White Hills Football Ground clubrooms 	In progress	<p>Kennington pavilion under construction.</p> <p>Kangaroo Flat Bowls Club green complete.</p> <p>Marong Pool improvements complete.</p> <p>Brennan Park and Faith Leech pool works complete.</p> <p>Strathfieldsaye Recreation Reserve redevelopment fully designed and tenders for construction being prepared for awarding.</p> <p>White Hills clubrooms complete and further design for netball change rooms underway.</p>
8. Develop a scope and concept plan for the Peter Krenz Leisure Centre redevelopment	In progress	Concept design and business planning development is being finalised with the site constraints. Work to be presented back to the community reference group late 2021.
9. Staged masterplan of the recreational space at Catherine McAuley College with cost estimates	Completed	Complete and presented to Council
Initiatives		
10. Develop and deliver initiatives to provide relief and support to our community to recover from the impact of COVID-19	Completed	The Community Relief & Recovery Committee continues to meet monthly to identify challenges and opportunities to support the community. Council has received a number of grants from the State and Federal governments that are providing assistance. A report is being prepared for Council summarising activities over 2020/2021.
11. Implement priority actions from the Local Food Systems Strategy	In progress	Progressing with a number number of key actions from Greater Bendigo's Food System Strategy including work on developing a Local Food Brand, providing more support for community gardens and the development of a regional healthy catering guide. Project proposals developed for a range of further projects to continue implementation. Council report currently being drafted providing a 12-month progress update for Council in July/August 2021.

Actions	Status	Progress comments
12. Implement the Active and Healthy Bendigo Framework	In progress	Significant progress of drafting. Work to progress with newly appointed Planning & Policy Officer resourcing with a key action to commence the engagement process.
13. Support the Healthy Greater Bendigo initiative in partnership with Bendigo Health and Bendigo Community Health	Completed	Work continues with partners to identify opportunities and build sector capacity. The Healthy Greater Bendigo website was launched during this period which provides a range of resources for community partners. The team is supporting the Health and Wellbeing Plan Project Reference Group with training focused on systems thinking and collective impact. A summary of activities is being prepared for sharing with Foundation partners in a meeting in July 2021. This will be shared with Council.
14. Advocate for continued funding of the Healthy Heart program	Completed	Advocacy ongoing. Further funding achieved to June 2022.
15. Continue implementation of the All Ages, All Abilities Action Plan	In progress	Implementation of the plan continues on track and is due for completion later this year.
16. Contribute to the Greater Bendigo Coalition for Gender Equity and develop a gender equity action plan aligned with the Gender Equity Strategy	In progress	Work continues around advancing Gender Equity both internally and externally (with the Coalition). An Independent Chair has been appointed for the Coalition. A project brief has been developed to guide work internally and ensure compliance with the Act. A Project Control Group has also been set up to guide this work.
17. Implement priority actions in the Community Volunteering Strategy including establishing the Greater Bendigo Volunteering Reference Group and developing a public education campaign on the benefits of volunteering	Completed	The Greater Bendigo Volunteering Reference Group is established and performing its function of providing advice pertaining to all aspects of volunteering and disseminating information regarding volunteering resources and training. The public education campaign has included the promotion of the City's community Group Reactivation grants supporting the reactivation of volunteers from the impacts of COVID-19.
18. Develop and implement the virtual community hub, Connect Greater Bendigo	Completed	The development of this project is completed. It is now in the ongoing maintenance phase.
19. Develop a Community Hubs Strategy in alignment with the Community Facilities Policy	In progress	Strategy development is in the very early stages. Councillors have endorsed the project brief, project governance structures are in place and community engagement processes have commenced.
20. Undertake a review of the Community Granting Policy	In progress	Review process is underway with significant consultation being undertaken.

Services

The following statement provides information in relation to the services funded in the 2020/2021 Budget and the persons or sections of the community who are provided the service.

Service unit	Description	Net cost Actual (less) Budget (equals) Variance \$000
Health and Wellbeing Directorate	The Health and Wellbeing Directorate plans and delivers a broad and diverse range of community services and programs aimed at supporting people to live their lives fully and be active, safe, engaged and healthy. The focus of the directorate is on developing policy, plans and programs in partnership with the community, delivering services, and supporting the delivery of community infrastructure projects.	(666) (685) 19
Active and Healthy Lifestyles	The Active and Healthy Lifestyles unit delivers integrated policy, planning, programs and infrastructure that support the community to make healthier choices the easier choice and works under the framework of the Greater Bendigo Health and Wellbeing Plan.	(9,033) (9,963) 931
Community Partnerships	The Community Partnerships unit works closely with the community to plan and develop policy and programs that increase community safety, engagement and connection, prevent discrimination and improve access and inclusion for diverse groups across the community. Current target groups include rural residents, culturally and linguistically diverse groups, the Indigenous community, children and youth.	(3,185) (4,666) 1,481
Community Wellbeing	The Community Wellbeing unit delivers a broad range of services to children and families across the City that aim to promote children's learning and development. It also provides community-based services to frail aged residents to promote independent living and prevent premature admission to long term residential care.	(588) (1,472) 884
Goldfield Library Services	The Goldfields Library Corporation provides a public library service from six sites throughout the municipality, with branches in Bendigo, Kangaroo Flat, Eaglehawk and Heathcote, along with Library agencies at Axedale and Elmore. The Bendigo Library also includes the Bendigo Regional Archive Centre. This service is delivered under a Funding and Service Agreement in partnership with Loddon, Mount Alexander and Macedon Ranges Shires.	(3,282) (3,373) 91
Safe and Healthy Environments	The Safe and Healthy Environments unit's purpose is to advocate, enable and mediate with and on behalf of the community to promote and protect health, prevent the spread of infectious disease, ensure safe development and support the protection of our environments, and operate the City's pound and animal shelter services at Bendigo Animal Relief Centre. This is achieved by delivering integrated regulation, policy, planning and programs.	(210) (1,014) 803

Performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/indicator/measure	Results				Material variations
	2018	2019	2020	2021	
Aquatic Facilities					
Service standard <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]					Aquatic facilities were closed for six months of the year due to COVID
1.69	1.29	1.36	0.93		
Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]					Reduction in visits as the public were under stay at home orders.
1.60	4.23	4.26	2.92		
Service cost <i>Cost of aquatic facilities</i> [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]					This measure is based on number of visits. There was a major reduction in visitors but contracted costs remained consistent – e.g. contracted management fees.
New in 2020	New in 2020	\$5.57	\$7.69		
Animal Management					
Timeliness <i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]					Reduction in animal management requests due to COVID-19 restrictions.
1.34	1.34	1.85	1.02		
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100 <i>Animals rehomed</i> [Number of animals rehomed / Number of animals collected] x100					In 2020/2021, there has been an increase in the number of animals reclaimed. Due to an increase in demand in pet ownership from lockdown.
49.98%	45.36%	31.83%	42.76%		
Service cost <i>Cost of animal management service per population</i> [Direct cost of the animal management service / Population]					
New in 2020	New in 2020	\$17.80	\$16.90		

Service/indicator/measure	Results				Material variations
	2018	2019	2020	2021	
Health and safety					
Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	New in 2020	New in 2020	100.00%	100.00%	
Food Safety					
Timeliness					Less complaints were received due to COVID-19 food premises closure during the pandemic so complaints were able to be processed more quickly.
Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	2.01	3.21	3.27	2.40	
Service standard					This figure is greatly affected due to COVID-19. Premises received routine inspections rather than assessments to allow for better risk management during the pandemic and due to modified food production by food businesses.
Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	84.25%	90.52%	81.53%	6.10%	
Service cost					Reduction in the number of premises operating due to lockdown closures, equates to less registrations but overall costs remained stable.
Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$592.91	\$418.73	\$488.72	\$542.48	
Health and safety					Lower quantity of non-compliance notifications year-on-year due to lockdown restrictions on hospitality sector.
Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	87.12%	80.88%	85.19%	71.23%	

Service/indicator/measure	Results				Material variations
	2018	2019	2020	2021	
Libraries					
Utilisation					Note: From 2019/2020, this indicator measures the performance of physical library items as a subset of the wider library collection.
Physical library collection usage	6.22	5.65	5.16	5.27	
[Number of physical library collection item loans / Number of physical library collection items]					
Resource standard					
Recently purchased library collection	75.40%	72.00%	72.00%	72.00%	
[Number of library collection items purchased in the last 5 years / Number of library collection items] x100					
Participation					Decrease in active borrowers due to COVID-19 restrictions forcing libraries to close. In line with non-essential services.
Active library borrowers in municipality	14.07%	12.91%	12.47%	10.34%	
[Number of active library borrowers in the last three years / The sum of the population for the last three years] x100					
Service cost					2019/2020 result should have been \$25.37 - the member contribution figure was missed. Note: Indicator is replacing previous 'Cost of library service' indicator which measured based on number of visits.
Cost of library service per population	New in 2020	New in 2020	\$9.42	\$25.53	
[Direct cost of the library service / Population]					
Maternal and Child Health (MCH)					
Service standard					
Infant enrolments in the MCH service	101.54%	101.23%	100.93%	100.90%	
[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100					
Service cost					Reduction in Maternal and Child Health services. Programs could not operate when there was stay at home orders.
Cost of the MCH service	\$75.07	\$77.50	\$77.49	\$54.81	
[Cost of the MCH service / Hours worked by MCH nurses]					

Service/indicator/measure	Results				Material variations
	2018	2019	2020	2021	
Participation					
Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	77.85%	78.45%	78.02%	77.34%	
Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	80.20%	78.47%	82.97%	72.20%	Reduction in Maternal and Child Health services. Programs could not operate when there was stay at home orders.
Satisfaction					
Participation in four-week Key Age and Stage visit [Number of four-week key age and stage visits / Number of birth notifications received] x100	New in 2020	New in 2020	96.76%	98.00%	

GOAL 3 – STRENGTHENING THE ECONOMY

3.1 Support our local businesses and industry to be strong, vibrant and to grow and develop

3.2 Make it easier for people to transition from education to employment

3.3 Ensure Greater Bendigo is a welcoming place for new businesses and industries, and supports creativity and innovation and visitor attraction

Community Plan 2020/2021 actions

The following statement reviews Council's performance against its 2020/2021 actions from the Community Plan.

Actions	Status	Progress comments
Major initiatives		
21. Implement priority actions in the Creative Industries Strategy	In progress	Priority strategies have included research into grant opportunities for creatives, the development of a digital strategy review document, recovery funding and projects, delivering a network event for creatives and gastronomy.
22. Further development of the Bendigo Airport Terminal and Business Park, including plans for airport security upgrades	In progress	Federal funding application has been submitted.
23. Advocate for funding for the Chinese precinct and Dragon Museum	In progress	New business case and masterplan is underway.
Initiatives		
24. Develop plans to implement the UNESCO Creative City of Gastronomy designation	Completed	As part of implementing the UNESCO City of Gastronomy designation, a Council Advisory Committee was established to guide the work of the Creative Cities Officer. A sub-committee has developed a four-year Implementation Framework and Action Plan, endorsed by Council in August 2020, which sets out priorities and actions to achieve in the coming years.
25. Implement priority actions in the Industrial Land Development Strategy	Completed	Priority actions continue to be implemented, including progress of the Bendigo Regional Employment Precinct (including site identification, due diligence, business case, and key stakeholder discussions). Priority actions will continue to be implemented for the life of the Strategy.
26. Adopt the reviewed International Relations Policy and develop an International Relations Strategy	Completed	Review of the International Relations Policy is complete and endorsed by Council.

Services

The following statement provides information in relation to the services funded in the 2020/2021 Budget and the persons or sections of the community who are provided the service.

Service unit	Description	Net cost Actual (less) Budget (equals) Variance \$000
Strategy and Growth Directorate	The Strategy and Growth Directorate incorporates responsibility for Bendigo Art Gallery, Business Services, Bendigo Venues and Events, Regional Sustainable Development, Statutory Planning, and Tourism and Major Events. The overarching role of the Strategy and Growth Directorate is to contribute to the economic, cultural and social prosperity of our region by identifying and supporting investment opportunities, employment generation and the integrated planning for the sustainable growth of our City and region. In doing so, the directorate continues to work towards Greater Bendigo being the world's most liveable community.	(197) (410) 214
Business Services	The Business Services unit operates the Bendigo Airport and Bendigo Livestock Exchange in line with all regulatory requirements. It also supports other businesses including Bendigo Heritage Attractions, Golden Dragon Museum, Discovery Science and Technology Centre, and the Bendigo Stadium.	(1,189) (1,663) 474

GOAL 4 – PRESENTATION AND MANAGING GROWTH

4.1 Plan for a growing population

4.2 Plan to meet future housing needs

4.3 Continue to implement strategies that increase the capacity of transport networks to better move people and goods and encourages walking, cycling and the use of public transport

4.4 Keep Greater Bendigo attractive with good quality public facilities and places

4.5 Provide and maintain urban and rural infrastructure to support liveability to our community

Community Plan 2020/2021 actions

The following statement reviews Council's performance against its 2020/2021 actions from the Community Plan.

Actions	Status	Progress comments
Major initiatives		
27. Develop Plan Greater Bendigo 2.0	In progress	Plan Greater Bendigo was adopted on January 24, 2018 and identifies a number of transformational projects to 2050. Given it is a recent document, and its actions are still relevant, it is considered premature to prepare Plan Greater Bendigo 2.0.
28. Deliver major drainage projects including: Kennington Reservoir Wall refurbishment design Stage 2 of Burns Street drainage	Completed	Consultant appointed for investigation of Kennington Reservoir dam wall. Preliminary testing completed. Burns Street drainage completed.
29. Seal local roads and road safety work including: Axedale-Goornong Road reconstruction Belle Vue Road / Sullivan Street construction, various road safety upgrade projects	Completed	Axedale-Goornong Road reconstruction and Belle Vue/ Sullivan Street reconstruction are both completed.
Initiatives		
30. Upgrade of major road street lighting to increase energy efficiency	In progress	Delivery of the Lighting the Regions project elements scheduled for 2020/2021 commenced in June 2021 and is anticipated to be completed by September 2021. Delays were attributable to supplier issues due to significant demand across the 11 participating municipalities. A further 360 LED installations are scheduled to be installed as part of phase 2 of the project between September 2021 and February 2022.

Services

The following statement provides information in relation to the services funded in the 2020/2021 Budget and the persons or sections of the community who are provided the service.

Service unit	Description	Net cost Actual (less) Budget (equals) Variance \$000
Presentation and Assets Directorate	The Presentation and Assets Directorate provides and maintains high quality assets and services that help make Greater Bendigo a great place to live, while planning and delivering new assets and services to support Bendigo's ongoing growth. Demonstrating and committing to environmentally responsible thinking and practices, and encouraging this throughout the organisation and community, is an important focus for the directorate. Business units include Engineering, Resource Recovery and Education, Works, Parks and Open Space, and Property Services.	(33,784) (33,407) (377)
Engineering	The Engineering unit develops and delivers physical infrastructure to support a broad range of services to the community. This includes the development of capital works projects to provide renewal and new assets to meet the expanding population of Bendigo and increasing community expectations. The unit is responsible for strategic planning of infrastructure through asset management and development of strategic plans for asset groups. The unit also provides support services across the organisation in areas of asset management and GIS.	(880) (1,435) 555
Property Services	The Property Services unit's main purpose is to ensure that community assets (buildings and properties) are developed, upgraded, maintained and utilised to ensure the greatest benefit and lifestyle for members of the community. The team is committed to ensure that council facilities are safe for public use and comply with the relevant codes and standards.	(8,551) (8,311) (240)
Regional Sustainable Development	The Regional Sustainable Development unit delivers forward- thinking strategic advice to Council on the long-term planning and development of the City and region through research, community engagement and an ongoing comprehension of wider regional, state and national policies and directions. It provides direction and guidance for Council to plan, make decisions and implement projects. It develops strategies and plans and provides advice and recommendations.	(3,843) (4,664) 822
Statutory Planning	The Statutory Planning unit facilitates planning and delivery of timely and quality planning decisions and advice, provides a heritage advisory and heritage architecture service, implements planning scheme amendments, and implementation of Marong and Heathcote flood amendments. Many of the services delivered by the Statutory Planning unit are in accordance with State Government legislation and local strategies and policies adopted by Council following intensive community consultation.	(1,721) (1,795) 74
Works	The Works unit is responsible for the construction of new projects and renewal maintenance of the City's existing civil infrastructure. The team undertake the construction and maintenance of the City's roads, drains and footpaths, and the civil works construction of sporting facilities, car parks and other civil projects. The unit is responsible for the organisation's plant and fleet assets, including purchase, maintenance and disposal. The unit also delivers maintenance works in accordance with the Road Management Plan.	(12,927) (13,060) 133

Performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/indicator/measure	Results				Material variations
	2018	2019	2020	2021	
Roads					
Satisfaction of use					
Sealed local road requests	44.67	46.51	44.12	42.54	
[Number of sealed local road requests / Kilometres of sealed local roads] x100					
Condition					
Sealed local roads maintained to condition standards	99.53%	99.47%	99.41%	99.33%	
[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100					
Service cost					
Cost of sealed local road reconstruction	\$55.55	\$112.11	\$173.19	\$132.62	Costs vary significantly based on works undertaken in each year. Mapping was also reviewed prior year and costs related to kerb and channel resealing were included, which in some previous periods were not included.
[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]					
Service cost					
Cost of sealed local road resealing	\$7.23	\$7.07	\$8.71	\$7.17	Prior year had a greater emphasis on local road resealing. Current year in line with historical trend.
[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]					
Satisfaction					
Satisfaction with sealed local roads	57	60	60	61	
[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]					
Statutory Planning					
Timeliness					
Time taken to decide planning applications	50.50	53.60	52.50	58.00	The increase is due to increased planning permits and amendments received.
[The median number of days between receipt of a planning application and a decision on the application]					

Service/indicator/measure	Results				Material variations
	2018	2019	2020	2021	
Service standard					
Planning applications decided within required time frames	74.17%	71.23%	66.67%	67.78%	
[(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100					
Service cost					
Cost of statutory planning service	\$2,660.23	\$2,906.32	\$3,471.04	\$2,190.81	Previously the denominator for this calculation specified ‘New Permit Applications’ only. This meant it wasn’t including amended applications which make up around 25 per cent of our applications.
[Direct cost of the statutory planning service / Number of planning applications received]					
Decision making					
Council planning decisions upheld at VCAT	71.43%	58.33%	75.00%	87.50%	The last two years have been consistent with eight planning decisions being disputed in VCAT. This year seven out of eight decisions were upheld. Prior year was six out of eight were upheld. 2018/2019 was an outlier as seven out of 12 decisions were upheld.
[Number of VCAT decisions that did not set aside council’s decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100					

GOAL 5 – ENVIRONMENTAL SUSTAINABILITY

5.1 Drawing on the One Planet Living framework work to connect the health of the natural environment to the health and prosperity of our community

5.2 Demonstrate leadership in sustaining the rich biological diversity of the Greater Bendigo region that sustains healthy ecosystems

Community Plan 2020/2021 actions

The following statement reviews Council's performance against its 2020/2021 actions from the Community Plan.

Actions	Status	Progress comments
Major initiatives		
31. Determine a preferred solution for waste and resource recovery including: Establishing a Waste project control group Review guidance provided by State Government for future waste treatment and management	In progress	The first evaluation meeting took place on July 12 to complete the first panel meeting. Two external members assisted to provide feedback – this included CEO of Planet Ark and CEO of Circular Economy Victoria. The Circular Greater Bendigo Project is currently underway and is designed to find alternative solutions to resource recovery to create a circular economy and divert materials from landfill. An expression of interest and closed tender process has been completed.
32. Progress the rehabilitation of landfills at Eaglehawk and Wolstencroft	In progress	Rehabilitation of Eaglehawk has commenced and is due to be completed by December 2021.
Initiatives		
33. Continue to implement the Environment Strategy actions including flagship projects such as: Finalisation of Power to the People Establishing a Bendigo Drawdown Alliance Continuing to deliver the Whole of Council One Planet Report	Completed	Relevant actions from the current Environment Strategy are underway. A new five-year strategy is under development.
34. Implement Greening Greater Bendigo tree planting program	Completed	2,500 trees programmed for winter 2021. 811 planted as of July 5, 2021.

Services

The following statement provides information in relation to the services funded in the 2020/2021 Budget and the persons or sections of the community who are provided the service.

Service unit	Description	Net cost Actual (less) Budget (equals) Variance \$000
Parks and Open Space	The Parks and Open Space unit is responsible for the management and design of a large portfolio of parks, gardens, reserves, sports fields and areas of open space for the City. The unit has a range of specialised park, design, horticultural and environmental management techniques and practices. The aim of the unit is to effectively and sustainably manage these assets through the efficient use of available resources and the provision of high levels of customer service whilst meeting both Council and stakeholder needs.	(12,431) (12,613) 182

Service unit	Description	Net cost Actual (less) Budget (equals) Variance \$'000
Resource Recovery and Education	The Resource Recovery and Education unit provides waste management and resource recovery services to efficiently and effectively meet our customers' expectations and in compliance with current legislation. The unit is responsible for street and footpath cleaning, weed management and the cleaning at bus stops, bus shelters and roundabouts. The rehabilitation of landfills to community expectations and EPA standards is also the responsibility of the unit.	(18,619) (18,116) (502)

Performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/indicator/measure	Results				Material variations
	2018	2019	2020	2021	
Waste Collection					
Satisfaction					
Kerbside bin collection requests	146.53	171.08	155.65	160.28	
[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000					
Service standard					
Kerbside collection bins missed	5.04	1.34	3.68	4.05	
[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000					
Service cost					
Cost of kerbside garbage bin collection service	\$145.35	\$140.83	\$145.60	\$154.42	Changes in recycling markets as some items are no longer accepted in kerbside recycling and are returned to landfill.
[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]					
Cost of kerbside recyclables collection service	\$36.53	\$57.42	\$58.96	\$66.46	
[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]					
Waste diversion					
Kerbside collection waste diverted from landfill	46.84%	58.00%	50.80%	50.19%	
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100					

GOAL 6 – EMBRACING OUR CULTURE AND HERITAGE

6.1 Celebrate our unique heritage

6.2 Build pride in and shared responsibility for our public spaces

6.3 Offer and support a diverse range of events that attract and connect people

6.4 Embrace diversity

6.5 Advance reconciliation

Community Plan 2020/2021 actions

The following statement reviews Council's performance against its 2020/2021 actions from the Community Plan.

Actions	Status	Progress comments
Major initiatives		
35. Renewal of our buildings and heritage assets for the benefit of the community including: Restoration of the Gas Works Purifier Shed Capital Theatre roof, portico ceiling and pavement Continuation of the Bendigo Town Hall external facade restoration	In progress	Gasworks Purifier Shed - remediation works completed by DTF. HV permit and Building Permits received, and contractor procured. Unplanned delay for approval and subsequent ordering and delivery of materials. Anticipate completion late November 2021. Capital Theatre roof - planning undertaking and request for quote underway. Program to be confirmed.
36. Advocate for funding for artefact storage at Nolan Street	In progress	Bendigo Art Gallery Heritage Collections Officer is working with the Community Partnerships team to rehouse the Bendigo Historical Society collection. Currently assessing short term solutions that may involve some work on existing site, medium term that involve relocation and longer term offsite. Funding has been allocated from Gallery Operations budget to establish a Heritage Hub at the Mews. The Heritage Hub will run a practical program of collection management training and conservation training for Bendigo Historical Society and all historical groups to strategically consolidate and care for their collections.
37. Review the masterplan of the Golden Dragon Museum	In progress	Masterplan and Business Case will be completed in first quarter of 2021/2022.
Initiatives		
38. Provide support programs for outdoor performing arts including: Summer in the Parks Program with live local music artists Bendigo Easter Festival with live local music artists Continue to facilitate Bendigo Blues and Roots Festival	In progress	The City continues to provide opportunities through our annual events which include Summer in the Parks and Bendigo Easter Festival. The City is a long-term sponsor of the Bendigo Blues and Roots Music Festival and enjoys a fruitful relationship with the event organisers and associated artists that we have come to know from this event.
39. Completion of detailed design for the redeveloped Old Municipal Baths in Rosalind Park	In progress	Concept plans have been publicly released and detailed design is progressing.

Actions	Status	Progress comments
40. Promote Greater Bendigo as a welcoming city for all by developing a new Cultural Diversity and Inclusion Plan, including actions to increase access and inclusion for multicultural communities and opportunities for creativity, respect and celebration.	In progress	Evaluation complete. Stakeholder workshop to guide the development of the plan held. Commencing the collation of this information and about to draft the plan. Scheduled for Council Briefing on August 9, 2021.
41. Advance reconciliation by developing a new Reconciliation Plan including actions to increase procurement opportunities, advance place naming and cultural interpretation activities and improve cultural safety in City facilities	Completed	<i>Barpungu</i> has been developed, adopted by Council, and activities to meet goals underway (including areas listed above). Aboriginal Place Naming Officer has been employed, a focus on procurement is in progress as well as cultural safety.

Services

The following statement provides information in relation to the services funded in the 2020/2021 Budget and the persons or sections of the community who are provided the service.

Service unit	Description	Net cost Actual (less) Budget (equals) Variance \$000
Bendigo Art Gallery	Bendigo Art Gallery develops and delivers exhibitions, public programs and associated events for Bendigo Art Gallery and the Post Office Gallery that are educational and appealing to a diverse range of audiences and add to the attraction of Bendigo as a centre for arts and culture.	(2,486) (2,989) 503
Bendigo Venues and Events	The Bendigo Venues and Events unit provides quality performing arts programming and activities to the central Victorian region and provides facilities and opportunities for participation in the arts.	(3,389) (2,807) (582)
Tourism and Major Events	The Tourism and Major Events unit activates Greater Bendigo and the region to achieve the aims for our community as outlined in the 2017-2021 Community Plan. The unit actively promotes Greater Bendigo as an attractive destination for business, leisure and tourism to domestic and international visitors. Our role is to deliver key initiatives that have a positive economic and social impact for our region that positions Greater Bendigo to be the world's most liveable community.	(3,866) (4,177) 311

GOVERNANCE, MANAGEMENT AND OTHER INFORMATION

GOVERNANCE

The Greater Bendigo City Council is a body corporate constituted as a municipal Council under the *Local Government Act 2020* (Vic).

Council has several roles including:

- Considering the diverse needs of the local community in decision-making
- Providing leadership by establishing strategic objectives and monitoring achievements
- Ensuring that resources are managed in a responsible and accountable manner
- Advocating the interests of the local community to other communities and governments
- Fostering community cohesion and encouraging active participation in civic life

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities. The community has many opportunities to provide input into Council's decision-making processes, including community consultation, public forums such as ward meetings and listening posts, and the ability to make submissions on strategies and plans. Council's formal decision-making processes are conducted solely through Council meetings.

The 2020 Act clearly distinguishes between the roles and responsibilities of the Council as elected Councillors and the administrative (Council employees) arm of Local Government. This demarcation of roles is sometimes referred to as the separation of powers. The primary role of Councillors is to focus on policy development and strategic delivery of services in the public interest. The internal day-to-day work of Local Government is carried out by City staff

members under the direction of the CEO. This operational work is directed by the decisions of the Council through the Council Plan.

Purposes and functions under new Act

New legislation and regulations governing the operation of Victorian municipalities, including the City of Greater Bendigo, continued to be phased in during 2020-2021, after receiving Royal assent in March 2020.

The Local Government Act 2020 represents the most substantial review of Victorian local government legislation in more than 30 years with a strong focus on a good governance framework for Councils.

The new Act defines the purposes and functions of local government as well as providing the legal framework for establishing and administering Victorian Councils.

The Act also specifies overarching governance principles for Councils including:

- Achieving the best outcomes for the municipal community, including future generations
- Promoting the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks
- Engaging the municipal community in strategic planning and strategic decision making;
- Ensuring Council's ongoing financial viability
- Ensuring the transparency of Council decisions, actions and information.

This new legislation is being phased in in four key stages. This means that for the period of the phase-in Council's activities will be governed by both the new 2020 Act and parts of the old 1989 Act.

During the year under review, Council dedicated considerable resources to ensure it met its obligations under the new Act to develop and implement a number of key governance documents and activities including:

- Public Transparency Policy
- New Governance Rules covering the conduct of meetings
- Election Period Policy covering decision-making during election periods
- Council Expenses and Councillor Support Policy
- Audit and Risk Charter
- Updated delegations
- Integration of new provisions for Delegated Committees/Community Asset Committees.
- Mandatory candidate training
- New Councillor Code of Conduct
- Community Engagement policy
- Gift policy
- Councillor Induction Training
- Annual budget
- Revenue and Rating Plan

Council Election 2020

A General Council Election was held on Saturday October 24, 2020 via postal voting with the Victorian Electoral Commission.

Two sitting Councillors retired from office:

- Matt Emond (Lockwood Ward)
- James Williams (Whipstick Ward)

Three sitting Councillors were not returned to office:

- George Flack OAM (Eppalock Ward)
- Susie Hawke (Eppalock Ward)
- Malcolm Pethybridge (Whipstick Ward)

Four sitting Councillors were returned to office:

- Cr Dr Jennifer Alden (Lockwood Ward)
- Cr Rod Fyffe OAM (Lockwood Ward)
- Cr Andrea Metcalf (Whipstick Ward)
- Cr Margaret O'Rourke (Eppalock Ward)

The City welcomed five new Councillors:

- Cr Matthew Evans (Eppalock Ward)
- Cr David Fagg (Whipstick Ward)
- Cr Greg Penna (Eppalock Ward)
- Cr Julie Sloan (Whipstick Ward)
- Cr Vaughan Williams (Lockwood Ward)

Returning and new Councillors were officially installed into office at a ceremony on Tuesday November 10, 2020.

Meetings of Council 2020/2021

Council conducts open public meetings the third week of each month, on a Monday, for the current Council. Members of the community are welcome to attend these meetings and observe from the gallery, subject

to COVID restrictions, or via live stream on the Council website or listen via Phoenix FM. Council meetings also provide the opportunity for community members to submit a question to the Council on any matter

except for planning matters on the agenda that night.

Council held 11 ordinary Council meetings during the financial year July 1, 2020 to June 30, 2021, with the table below summarising Councillor attendance.

Councillors	2016-2020 Term		2020-2024 Term		Total
	Council Meeting	Special Council Meeting	Council Meeting	Special Council Meeting	
Cr Matt Emond	4				4
Cr George Flack OAM	4				4
Cr Susie Hawke	4				4
Cr Malcom Pethybridge	4				4
Cr James Williams	4				4
Cr Margaret O'Rourke (Mayor until Oct 2020)	4		6		10
Cr Dr Jennifer Alden (Mayor from Nov 2020)	4		7		11
Cr Rod Fyffe OAM	4		7		11
Cr Andrea Metcalf	4		7		11
Cr Matthew Evans			7		7
Cr David Fagg			7		7
Cr Greg Penna			7		7
Cr Julie Sloan			7		7
Cr Vaughan Williams			7		7

Delegated committees

The Act allows councils to establish one or more delegated committees.

During this period Council supported Bendigo Maubisse Friendship Committee's move to become an incorporated association to continue the work previously undertaken by the committee on behalf of Council. The committee's work involves facilitating volunteer support from the Bendigo community for the Maubisse community in Timor Leste.

Accordingly, Council no longer has any delegated committees.

Councillor Code of Conduct

The Act requires all Victorian municipalities to maintain a Councillor Code of Conduct as part of good governance.

The Act requires Council to develop and maintain an internal resolution procedure for the purposes of addressing an alleged contravention of the Councillor Code of Conduct and for this procedure to be specified in the Code of Conduct.

Following the general election in October 2020, a new code of conduct was developed in accordance with the requirements of the Act and was adopted by Councillors on February 15, 2021.

Conflict of interest

Councillors are elected by the residents and ratepayers to act in the best interests of the community. This is a position of trust that requires Councillors to act in the public interest. When a Council delegates its powers to a Council officer or a committee, the committee or officer also needs to act in the public interest. A conflict of interest occurs when a personal or private interest might compromise a Councillor's, officer's, or committee member's ability to act in the public interest. A conflict of interest exists even if no improper act results from it.

Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all Council and committee meetings. While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the

relevant interests in a specific way and then stepping aside from the relevant decision-making process or from the exercise of the public duty. All disclosed conflicts of interest are recorded. During 2020/2021, seven conflicts of interest were declared at Council meetings.

Councillor allowances

In accordance with section 39 of the new Act, Councillors are entitled to receive an allowance while performing their duty as a Councillor. The Mayor is also entitled to receive a higher allowance. The State Government sets the upper and lower limits for all allowances paid to Councillors and Mayors. Councils are divided into three categories based on the income and population of each Council. In this instance Greater Bendigo City Council is recognised as a category 3 Council.

The following table contains a summary of the Councillors' full year entitlement, inclusive of 9.5 percent superannuation.

Councillor allowances

Councillors	Allowance \$	
	2016-2020 Term	2020-2024 Term
Cr Matt Emond	34,149	0
Cr George Flack OAM¹	30,734	0
Cr Susie Hawke²	25,710	0
Cr Malcom Pethybridge	34,149	0
Cr James Williams	34,149	0
Cr Margaret O'Rourke (Mayor until Oct 2020)	109,077	34,431
Cr Dr Jennifer Alden (Mayor from Nov 2020)	34,149	109,975
Cr Rod Fyffe OAM	34,149	34,431
Cr Andrea Metcalf	34,149	34,431
Cr Matthew Evans	0	34,431
Cr David Fagg	0	34,431
Cr Greg Penna	0	34,431
Cr Julie Sloan	0	34,431
Cr Vaughan Williams	0	34,431

¹ Cr Flack requested his allowance be reduced by 10% as a cost-cutting initiative

² Cr Hawke's term commenced 14/10/2019

Councillor expenses

In accordance with Section 40 of the new Act, Council is required to reimburse a Councillor for expenses incurred whilst performing their duties as a Councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties. Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor and member of a Council committee paid by the Council. The details of the expenses for the 2020/2021 year are set out in the following table.

Councillor expenses

Councillors	TR \$	CM \$	CC \$	IC \$	CT \$	Total \$
Current						
Cr Dr Jennifer Alden Jul 2020 - Jun 2021 (Current Mayor)	3,283	-	-	944	5,469	9,697
Cr Matthew Evans Nov 2020 - Jun 2021	-	-	-	315	1,370	1,685
Cr David Fagg Nov 2020 - Jun 2021	-	-	-	325	1,318	1,643
Cr Rod Fyffe Jul 2020 - Jun 2021	552	568	-	1,449	869	3,439
Cr Andrea Metcalf Jul 2020 - Jun 2021	-	-	-	531	1,469	2,000
Cr Margaret O'Rourke Jul 2020 - Jun 2021	1,183	1,579	-	779	1,453	4,994
Cr Greg Penna Nov 2020 - Jun 2021	7	2,687	-	315	1,412	4,420
Cr Julie Sloan Nov 2020 - Jun 2021	-	842	-	314	1,412	2,569
Cr Vaughan Williams Nov 2020 - Jun 2021	-	-	-	315	1,329	1,643
Former						
Cr Matt Emond Jul 2020 - Oct 2020	-	-	-	426	-	426
Cr George Flack Jul 2020 - Oct 2020	-	-	-	266	-	266
Cr Susie Hawke Jul 2020 - Oct 2020	-	-	-	206	-	206
Cr Malcolm Pethybridge Jul 2020 - Oct 2020	-	-	-	853	-	853
Cr James Williams Jul 2020 - Oct 2020	-	-	-	328	-	328

Legend: **TR** – Travel, **CM** – Car Mileage, **CC** – Child Care, **IC** – Information and Communication expenses, **CT** – Conferences and Training expenses

MANAGEMENT

Audit and Risk Committee

The Audit and Risk Committee is a formally appointed advisory committee to Council. The Audit and Risk Committee provides independent assurance and advice to Council in relation to financial management, audit, risk management, internal controls, regulatory compliance and reporting, and council operations. The membership of the Committee during 2020/2021 was:

Independent members

- Mr Warren Pollock (Chair)
- Ms Jovana Obradovic-Tantra
- Mr Shannon Buckley
- Mr Graham Bastian (July 1 to September 30, 2020)
- Mr Stephen Brown (October 1, 2020 to June 30, 2021)

Council members

- Mayor Cr Dr Jennifer Alden
- Cr Margaret O'Rourke
- Cr Andrea Metcalf

Attending Officers

- Mr Craig Niemann
Chief Executive Officer
- Mr Andrew Cooney
Director, Corporate Performance
- Ms Jessica Clarke-Hong
Manager Governance
- Mr Nathan Morsillo
Manager Financial Strategy
- Ms Anna Connolly
Risk and Assurance Advisor

The Audit and Risk Committee meets as a minimum of four times per year to consider various issues, submissions and reports, and to make recommendations to Council and staff in relation to such matters as:

- Endorsement of Council's three-year internal audit plan
- Reviews the status of the Internal Audit Plan, scopes of upcoming audits and the findings of completed audits
- Endorsement of Council's annual statement of financial accounts and performance reports

- Oversee the implementation of audit recommendations made by the Victorian Auditor General Officer (VAGO) and Victorian Ombudsman
- Review and provide advice on a range of reports of activities across Council
- Endorsement of Council's key policies
- Endorsement of Council's Risk Management Policy and Framework and Strategic Risk Register

During the 2020/2021 year, the Audit and Risk Committee met on four occasions on the following dates:

- September 7, 2020
- December 16, 2020
- February 25, 2021
- May 13, 2021

Agendas and minutes of the Audit and Risk Committee meetings are forwarded to all Councillors and Audit and Risk Committee members and attendees. The Chair reports to Council twice yearly, which includes a summary of the activities and achievements of the committee during the year.

Internal audit

AFS and Associates were appointed as the Internal Auditor on July 1, 2019. The internal audit function provides an independent review of the effectiveness and efficiency of selected internal control processes and forms, a key component of the Council's Governance and Risk Management Framework.

External audit

All Local Government entities in Victoria are required to be audited by the Victoria Auditor-General's Office (VAGO). VAGO utilises contractors for audit fieldwork, which for the City is RSD Audit in 2020/2021. The external auditor's primary role is to provide an assurance that the financial statements fairly present the financial performance for the financial year and the financial position at the end of the year.

Risk management

Risks have the potential to impact on the City's ability to meet its objectives. While many risks cannot be eliminated, they can be identified, controlled and managed. The City's Risk Management Policy and Framework continue to be embedded across the City and has improved the City's risk management culture by enhancing reporting as well as integrating risk management considerations into all aspects of the City's operations and decision-making processes.

Fraud

The Fraud and Corruption Policy and Fraud and Corruption Control Plan are in place to ensure that Council employees act with integrity, accountability, impartiality, fairness, equity and consistency, and in the public interest. The Fraud Risk Register is also reviewed regularly, and Fraud and Corruption awareness training has been rolled out to staff to complete via a mandatory e-learning module and face to face training.

GOVERNANCE AND MANAGEMENT CHECKLIST


The following are the results in the prescribed form of council's assessment against the prescribed governance and management checklist.

Governance and management items	Assessment
1 Community engagement policy Policy outlining Council's commitment to engaging with the community on matters of public interest	Date of operation of current policy: March 18, 2020 ✓
2 Community engagement guidelines Guidelines to assist staff to determine when and how to engage with the community	Date of adoption: April 13, 2016 ✓
3 Financial Plan Plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years	Date of adoption: October 18, 2021 ✓
4 Asset management plans Plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years	Date of operation for all plans: June 28, 2016 ✓
5 Revenue and Rating Plan Plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges	Date of operation: June 24, 2021 ✓
6 Annual budget Plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required	Date of adoption: June 24, 2021 ✓
7 Risk policy Policy outlining Council's commitment and approach to minimising the risks to Council's operations	Date of operation: December 11, 2019 ✓
8 Fraud policy Policy outlining Council's commitment and approach to minimising the risks to Council's operations	Date of operation: December 11, 2019 ✓
9 Municipal emergency management plan Plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery	Date of operation: August 15, 2019 ✓
10 Procurement policy Policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council	Date of adoption: September 18, 2020 ✓
11 Business continuity plan Plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster	Date of adoption: March 31, 2020 ✓
12 Disaster recovery plan Plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster	Date of adoption: November 2, 2020 ✓

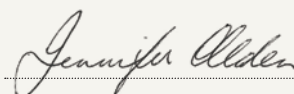
Governance and management items	Assessment
13 Risk management framework Framework outlining Council's approach to managing risks to the Council's operations	Date of operation: December 11, 2019 ✓
14 Audit and Risk Committee Advisory committee of Council under section 53 of the Local Government Act whose role is to monitor the compliance of Council policies and procedures, monitor Council's financial reporting, monitor and provide advice on risk management, and provide oversight on internal and external audit functions	Date of establishment: April 10, 1994 ✓
15 Internal audit Independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls	Date of engagement of current provider: July 1, 2019 ✓
16 Performance reporting framework A set of indicators measuring financial and non-financial performance including the performance indicators referred to in section 131 of the Local Government Act 1989	Date of operation of current framework: July 1, 2014 ✓
17 Council Plan reporting Report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year	Reported to Executive Management Team on: November 31, 2020 February 16, 2021 May 18, 2021 August 10, 2021 Tabled at Council on: October 21, 2020 December 14, 2020 March 15, 2021 June 24, 2021 ✓
18 Financial reporting Quarterly statements to Council under section 138(1) of the Act 1989 comparing budgeted revenue and expenditure with actual revenue and expenditure	Tabled at Council on: September 7, 2020 December 16, 2020 February 25, 2021 May 13, 2021 ✓
19 Risk reporting Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies	Reported on: October 21, 2020 and May 13, 2021 ✓
20 Performance reporting Six-monthly reports of indicators measuring results against financial and non-financial performance including the performance indicators referred to in section 131 of the Act 1989	Reported on: December 16, 2020 and February 25, 2021 ✓
21 Annual report Annual report under sections 131, 132 and 133 of the Act 1989 to the community containing a report of operations and audited financial and performance statements	Date presented: October 21, 2020 ✓

Governance and management items	Assessment
22 Councillor Code of Conduct Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters	Adopted: February 15, 2021 ✓
23 Delegations Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act	Updated July 19, 2021 ✓
24 Meeting procedures Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees	Governance Rules adopted on: August 19, 2020 ✓

I certify that this information presents fairly the status of Council's governance and management arrangements.



Craig Niemann
 Chief Executive Officer
 Dated: October 12, 2021



Cr Dr Jennifer Alden
 Mayor
 Dated: October 12, 2021



STATUTORY INFORMATION

Best value

The City applies six Best Value Principles when providing services to the community:

- All services provided by a Council must meet quality and cost standards
- All services provided by a Council must be responsive to the needs of the community
- Each service provided by a Council must be accessible to those members of the community for whom the service is intended
- A Council must achieve continuous improvement in its provision of services for its community
- A Council must develop a program of regular consultation with its community in relation to the services it provides
- A Council must report regularly to its community on its achievements in relation to the Best Value Principles

The City has a range of indicators that monitor performance outcomes. These include the Community Plan actions, Budget actuals and variances and indicators set out in the Local Government Performance Reporting Framework.

A hierarchy of plans in the Integrated Planning and Reporting Framework

seeks to ensure that services are responsive to community needs which have been identified through service reviews and a variety of community engagement processes such as community forums, Councillor listening posts, ward tours, surveys, social media and customer requests.

Other actions undertaken this year that support Best Value include:

- Consultation with the community through the development of the Reimagining Bendigo Creek Plan, the Economic Development Strategy, Reconciliation Plan, Industrial Land Development Strategy and the Greening Greater Bendigo Strategy
- Implementation of the City's Organisation Strategy and progress towards the GovHub project, which both support improvement in provision of services
- Annual Budget process

Carers recognition

In accordance with the Carers Recognition Act 2012, Council is required to report annually on its care measurement obligations under Clause 11 of that Act. Council has taken all practicable measures to comply with its responsibilities outlined in the Carers Recognition Act 2012. Council has promoted the principles of that

Act to people in care relationships who receive Council services, to people in care relationships and to the wider community by:

- Distributing printed material through relevant Council services
- Providing information to organisations represented in Council/community networks

Council has taken all practicable measures to ensure staff, Council agents and volunteers working for Council are informed about the principles and obligations of the Act by including information on the care relationship in:

- Council induction and training programs for staff working in Home Support Services
- Council induction and training programs for staff working in frontline positions with the general community
- Induction and training programs for volunteers working directly with the community

Contracts

During the year Council did not enter into any contracts valued at \$150,000 (including GST) or more for services or goods, or \$200,000 (including GST) or more for works without engaging in a competitive process or complying with the relevant exemption in the City's Procurement Policy.

Development Contributions Plans

A Development Contributions Plan (DCP) is a mechanism used to fund infrastructure requirements through the application of a levy on development approvals pursuant to Part 3B of the *Planning and Environment Act 1987*.

Contributions can be collected either by a cash contribution or works in-kind credit that is applied across relevant developable land to ensure that the required infrastructure is provided to service primarily new growth areas.

A DCP specifies the type of infrastructure to be provided, project costs and apportionment, and allows the City to collect development contribution levies.

The City currently has two DCPs that cover the Huntly Growth Area (residential) and the Marong Business Park (industrial).

The Marong Business Park DCP was approved on August 31, 2017 and is currently inactive. The Marong Business Park is yet to see development progress and is unlikely to see development in the short term.

The Huntly Growth Area DCP was approved on December 7, 2020 and is currently active. The Huntly Growth Area has been under development for approximately nine years, and as a result several projects detailed within the DCP have already been delivered by developers, and as such are not subject to the requirement of the DCP. These prior developments have also resulted in a reduction in forecasted income from the DCP, as approximately 30 per cent of the growth area has already been developed.

The Huntly Growth Area DCP currently has a total value \$18.0M that reflects the value of all remaining projects to be delivered under the DCP. The forecasted DCP income for the remaining 70 per cent of development is \$13.1M. This results in a funding gap of \$4.9M. Most of this funding gap will be recovered from future development south of Wakeman Road (currently zoned Urban Growth Zone).

The Huntly Growth Area has a current DCP levy of \$97,701.11 per net developable hectare (July 2021 dollars).

The City is currently preparing new DCPs for the Maiden Gully and Marong growth areas.

Table 1 – Total DCP levies received in 2020/2021

DCP name and year approved	Levies received in 2020/2021 financial year (\$)
Huntly Growth Area DCP (Dec 7, 2020)	-
Marong Business Park DCP (Aug 31, 2017)	-
Total	-

Table 2 – DCP land, works, services or facilities accepted as works-in-kind in 2020/2021

DCP name and year approved	Project ID	Project description	Item purpose	Project value (\$)
Huntly Growth Area DCP (Dec 7, 2020)	-	-	-	-
Marong Business Park DCP (Aug 31, 2017)	-	-	-	-
Total	-	-	-	-

Table 3 – Total DCP contributions received and expended to date

DCP name and year approved	Total levies received (\$)	Total levies expended (\$)	Total works-in-kind accepted (\$)	Total DCP contributions received (levies and works-in-kind) (\$)
Huntly Growth Area DCP (Dec 7, 2020)	-	-	-	-
Marong Business Park DCP (Aug 31, 2017)	-	-	-	-
Total	-	-	-	-

Table 4 – Land, works, services or facilities delivered in 2020/2021 from DCP levies collected

Project description	Project ID	DCP name and year approved	DCP fund expended (\$)	Works-in-kind accepted (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	Percentage of item delivered
No land, works, services or facilities have been delivered in 2020/2021 as no DCP levies were collected								
Total	-	-	-	-	-	-	-	-

Documents available for public inspection

The Council has recently adopted a Public Transparency Policy in line with the new Act which will make many documents available to the community via our website. In line with the old Act, the following is a list of the prescribed documents that are available for inspection or copies of the documents can be obtained for the purposes of section 222 of the *Local Government Act 1989* (the Act) at 15 Hopetoun Street, Bendigo:

- A document containing details of overseas or interstate travel (other than interstate travel by land for less than 3 days) undertaken in an official capacity by any Councillor or member of Council staff in the previous 12 months, including:
 - the name of the Councillor or member of Council staff; and
 - the dates on which the travel began and ended; and
 - the destination of the travel; and
 - the purpose of the travel; and
 - the total cost to Council of the travel, including accommodation costs
- The agendas for, and minutes of, ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public;
- A register of delegations including the date on which the last review took place;
- The minutes of meetings of special committees and delegated committees held in the previous 12 months, other than those minutes relating to a part of a meeting that was closed to members of the public;
- A document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease;
- A register of authorised officers appointed under that section;

- A list of donations and grants made by the Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

In accordance with the new Act, council has developed a Transparency Policy which will increase the number of documents available for the public in order to enhance transparency and accountability.

Domestic Animal Management Plan

The Domestic Animal Management Plan 2016-2021 (DAMP) was adopted in July 2016. Some of the key fourth year actions of the DAMP 2016-2021 achieved were:

- Patrols and education visits to areas popular for walking and exercising dogs
- Inspections of dangerous, menacing and restricted breed dog enclosures
- Inspections of registered domestic animal businesses
- Investigation and resolution of 185 reports of dog attacks and more than 4,000 customer requests
- The City's in-house animal pound and shelter services completed a second year of operation caring for more than 2,400 animals with approximately 800 reclaims and more than 1,000 animals rehomed or transferred to rescue organisations
 - Registration of over 19,000 domestic animals
 - Review of the DAMP 2016-2021 to create a new plan for 2021-2025

Special committees

Special Committee	Councillors	Officers	Other	Purpose
Bendigo Maubisse Friendship Committee	2	1	12	Facilitate volunteer support from the Bendigo community to the community of Maubisse, Timor Leste.

Disability Action Plan

In accordance with the Victorian Disability Amendment Act 2017, Council must report on the implementation of the Disability Action Plan in its annual report. Council has prepared an All Ages All Abilities Action Plan which incorporates the Disability Action Plan and implemented the following actions during the 20/21 period:

- Facilitated and supported the Disability Inclusion Reference Committee
- Successfully delivered the National Disability Insurance Agency-funded *Champions for Change* Inclusive Employment Program, including recruiting two trainees
- Successfully delivered the Vichealth funded *Bandmates* project including Dragon City Sounds concert
- Implemented disability awareness e-learning modules for all staff
- Promote events such as International Day of People with a Disability
- Presented the *Inclusive Towns Project* at the Universal Design Conference

Food Act Ministerial Directions

There were no ministerial directions provided to Council this year.

Freedom of Information

In accordance with the Freedom of Information Act 1982 (Vic), Council is required to publish certain information in its annual report, or separately, concerning its functions and the categories of information that are available.

Council has chosen to publish the information separately. However, it provides the following summary of the application and operation of the Act. Access to documents may be obtained through written request to the Freedom of Information Officer, as detailed in section 17 of the Act.

In summary, the request should:

- be in writing
- identify as clearly as possible which document is being requested
- be accompanied by the appropriate application fee

Requests for access to information under the Act should be lodged on the FOI application form and sent to the Freedom of Information Officer. Requests can also be lodged online or by email. Access charges may apply once documents have been processed and a decision on access is made (e.g. photocopying and search and retrieval charges).

Public Interest Disclosures

In accordance with section 69 of the Public Interest Disclosures Act 2012 a council must include in its annual report information about how to access the procedures established by the Council under Part 9 of that Act. It is also required to provide certain information about the number and types of protected disclosures complaints investigated during the financial year.

Procedures on how to make a disclosure are publicly available on Council's website. During 2020/2021 no disclosures were notified to Council officers appointed to receive disclosures or to IBAC.

Road Management Act Ministerial Direction

In accordance with section 22 of the Road Management Act 2004, a council must publish a copy or summary of any Ministerial direction in its annual report. No such Ministerial Directions were received by the City during the 2020/2021 financial year.

Freedom of Information applications

	Total applications	Granted in full	Granted in part	Denied	Withdrawn or resolved informally	No Document found or does not exist	Transferred	Not yet finalised
2020/2021	38	18	9	1	6	1	1	2
2019/2020	35	3	16	5	9	2	Nil	Nil
2018/2019	24	7	7	2	8	Nil	Nil	Nil
2017/2018	25	12	6	6	Nil	1	Nil	Nil
2016/2017	26	14	7	3	Nil	Nil	2	Nil
2015/2016	16	4	9	3	Nil	Nil	Nil	Nil
2014/2015	35	16	12	3	Nil	4	Nil	Nil
2013/2014	17	6	8	2	Nil	1	Nil	Nil

Further information can be found at www.foi.vic.gov.au and on the City's website: www.bendigo.vic.gov.au

GLOSSARY

Annual Report	means a report of the Council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement
Appropriateness	means indicators or measures that provide users with sufficient information to assess the extent to which an entity has achieved a pre-determined target, goal or outcome
Budget	means a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the Council Plan
Council Plan	means a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for a four year period
Financial performance indicators	means a prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency
Financial statements	means the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report
Financial year	means the period of 12 months ending on June 30 each year
Governance and management checklist	means a prescribed checklist of policies, plans and documents that councils must report the status of in the report of operations, covering engagement, planning, monitoring, reporting and decision making
Indicator	means what will be measured to assess performance
Initiatives	means actions that are one-off in nature and/or lead to improvements in service
Major initiative	means significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget
Measure	means how an indicator will be measured and takes the form of a computation, typically including a numerator and denominator
Minister	means the Minister for Local Government
Performance statement	means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report
Planning and accountability framework	means the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act
Regulations	means the Local Government (Planning and Reporting) Regulations 2014

Relevance	means indicators or measures that have a logical and consistent relationship to an entity's objectives and are linked to the outcomes to be achieved
Report of operations	means a report containing a description of the operations of the Council during the financial year and included in the annual report
Services	means assistance, support, advice and other actions undertaken by a council for the benefit of the local community
Service outcome indicators	means the prescribed service performance indicators to be included in the performance statement which measure whether the stated service objective has been achieved
Service performance indicators	means a prescribed set of indicators measuring the effectiveness and efficiency of Council services covering appropriateness, quality, cost and service outcomes
Strategic objectives	means the outcomes a Council is seeking to achieve over the next four years and included in the Council Plan
Strategic resource plan	means a plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the Council Plan. It is also referred to as a long term financial plan
Strategies	means high level actions directed at achieving the strategic objectives in the Council Plan
Sustainable capacity indicators	means a prescribed set of indicators measuring whether councils have the capacity to meet the agreed service and infrastructure needs of the local community and absorb foreseeable changes and unexpected shocks into the future covering financial performance, capacity and governance and management



GREATER BENDIGO CITY COUNCIL

ANNUAL FINANCIAL REPORT

For the year ended 30 June 2021

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Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, the Australian Accounting Standards and other mandatory professional reporting requirements.



Nathan Morsillo, FCPA

Principal Accounting Officer

Date : 21/09/2021

Bendigo

In our opinion the accompanying financial statements present fairly the financial transactions of the Greater Bendigo City Council for the year ended 30 June 2021 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



Jennifer Alden

Councillor

Date : 21/09/2021

Bendigo



Andrea Metcalf

Councillor

Date : 21/09/2021

Bendigo



Craig Niemann

Chief Executive Officer

Date : 21/09/2021

Bendigo

Independent Auditor's Report

To the Councillors of Greater Bendigo City Council

Opinion	<p>I have audited the financial report of Greater Bendigo City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2021 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2021 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

**Auditor's
responsibilities
for the audit
of the financial
report**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
27 September 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

Comprehensive Income Statement For the Year Ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
Income			
Rates and charges	3.1	126,357	121,744
Statutory fees and fines	3.2	4,435	5,123
User fees	3.3	20,215	23,277
Grants - operating	3.4	34,135	27,970
Grants - capital	3.4	10,931	8,086
Contributions - monetary	3.5	2,754	3,981
Contributions - non monetary	3.5	12,546	12,097
Interest on investments		350	1,081
Share of net profits of associates	6.2	162	120
Other income	3.7	1,638	2,410
Total income		213,523	205,889
Expenses			
Employee costs	4.1	73,014	68,653
Materials and services	4.2	69,935	73,053
Depreciation	4.3	40,582	39,382
Amortisation - intangible assets	4.4	656	634
Amortisation - right of use assets	4.5	2,758	2,264
Bad and doubtful debts		512	749
Borrowing costs		1,820	1,993
Finance costs - leases	4.6	351	409
Net loss on disposal of property, infrastructure, plant and equipment	3.6	11,161	3,347
Other expenses	4.7	956	3,001
Total expenses		201,745	193,485
Surplus/(deficit) for the year		11,778	12,404
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.1	80,317	(770)
Total comprehensive result		92,095	11,634

Greater Bendigo City Council
2020/2021 Financial Report

Balance Sheet
As at 30 June 2021

	Note	2021 \$'000	2020 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1	95,075	66,480
Trade and other receivables	5.1	11,410	12,246
Inventories		145	166
Non-current assets classified as held for sale		-	250
Prepayments		1,448	967
Accrued revenue		399	436
Total current assets		108,477	80,545
Non-current assets			
Trade and other receivables	5.1	31	44
Investments in associates	6.2	3,555	3,393
Property, infrastructure, plant and equipment	6.1	1,691,935	1,616,766
Right-of-use assets	5.8	6,892	9,325
Forestry plantations		105	105
Intangible assets	5.2	2,105	2,210
Total non-current assets		1,704,623	1,631,843
Total assets		1,813,100	1,712,388
Liabilities			
Current liabilities			
Trade and other payables	5.3	12,856	11,369
Trust funds and deposits	5.3	3,284	3,129
Unearned income	5.3	14,474	3,955
Provisions	5.5	18,929	18,090
Interest-bearing liabilities	5.4	15,599	4,142
Lease liabilities	5.8	2,618	2,625
Total current liabilities		67,760	43,310
Non-current liabilities			
Provisions	5.5	11,482	12,465
Interest-bearing liabilities	5.4	24,961	37,582
Lease liabilities	5.8	4,536	6,765
Total non-current liabilities		40,979	56,812
Total liabilities		108,739	100,122
Net assets		1,704,361	1,612,266
Equity			
Accumulated surplus		774,557	766,929
Reserves	9.1	929,804	845,337
Total Equity		1,704,361	1,612,266

Statement of Changes in Equity For the Year Ended 30 June 2021

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2021					
Balance at beginning of the financial year		1,612,266	766,929	816,385	28,952
Surplus/(deficit) for the year		11,778	11,778	-	-
Net asset revaluation increment/(decrement)	6.1	80,317	-	80,317	-
Transfers to other reserves	9.1	-	(17,118)	-	17,118
Transfers from other reserves	9.1	-	12,968	-	(12,968)
Balance at end of the financial year		1,704,361	774,557	896,702	33,102

		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2020					
Balance at beginning of the financial year		1,603,992	749,326	817,155	37,511
Impact of change in accounting policy - AASB 15 Revenue from Contracts with Customers		(1,753)	(1,753)	-	-
Impact of change in accounting policy - AASB 1058 Income of Not-for-Profit Entities		(1,607)	(1,607)	-	-
Adjusted Opening balance		1,600,632	745,966	817,155	37,511
Surplus/(deficit) for the year		12,404	12,404	-	-
Net asset revaluation increment/(decrement)	6.1	(770)	-	(770)	-
Transfers to other reserves	9.1	-	(11,566)	-	11,566
Transfers from other reserves	9.1	-	20,125	-	(20,125)
Balance at end of the financial year		1,612,266	766,929	816,385	28,952

Statement of Cash Flows For the Year Ended 30 June 2021

	Note	2021 Inflows/ (Outflows) \$'000	2020 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		128,561	121,744
Statutory fees and fines		4,545	5,623
User fees		17,217	25,276
Grants - operating		44,653	31,310
Grants - capital		10,930	5,008
Contributions - monetary		2,754	3,981
Interest received		385	1,170
Trust funds and deposits taken		410	(9)
Other receipts		1,673	1,391
Net GST refund/payment		729	454
Employee costs		(72,632)	(66,430)
Materials and services		(70,934)	(79,410)
Net cash provided by/(used in) operating activities	9.2	68,291	50,108
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(40,658)	(51,894)
Proceeds from sale of property, infrastructure, plant and equipment	3.6	6,859	874
Net cash provided by/(used in) investing activities		(33,799)	(51,020)
Cash flows from financing activities			
Proceeds from borrowings		3,000	-
Finance costs		(1,820)	(1,969)
Repayment of lease liabilities		(2,913)	(2,609)
Repayment of borrowings		(4,164)	(3,960)
Net cash provided by/(used in) financing activities		(5,897)	(8,538)
Net increase (decrease) in cash and cash equivalents		28,595	(9,450)
Cash and cash equivalents at the beginning of the financial year		66,480	75,930
Cash and cash equivalents at the end of the financial year	5.1	95,075	66,480
The following notes also provide details on the city's cash position			
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

Statement of Capital Works For the Year Ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
Property			
Land		461	1,183
Buildings		8,256	15,660
Total property		8,717	16,843
Plant and equipment			
Plant, machinery and equipment		3,900	3,181
Fixtures, fittings and furniture		157	516
Fountains, statues and monuments		102	237
Total plant and equipment		4,159	3,934
Infrastructure			
Land improvements		1,195	4,302
Bridges		276	886
Sealed roads		11,601	13,199
Unsealed roads		2,976	3,045
Pathways		4,216	3,335
Drainage		3,196	3,798
Public furniture and fittings		4,322	2,552
Total infrastructure		27,782	31,117
Total capital works expenditure	6.1	40,658	51,894
Represented by:			
New asset expenditure		13,112	12,203
Asset renewal expenditure		26,768	32,602
Asset expansion expenditure		-	6,679
Asset upgrade expenditure		778	410
Total capital works expenditure		40,658	51,894

Notes to the Financial Report For the Year Ended 30 June 2021

OVERVIEW

Introduction

The Greater Bendigo City Council was established by an Order of the Governor in Council on 10th September 1993 and is a body corporate. The Council's main office is located at 15 Hopetoun Street, Bendigo, Victoria.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the Local Government (Planning and Reporting) Regulations 2014.

Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- whether or not *AASB 1059 Service Concession Arrangements: Grantors* is applicable
- other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

(b) Impact of Covid-19

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. While the impacts of the pandemic have varied through the 2020-21 year, the City has noted the following significant impacts on its financial operations:

COVID-19 impacted revenue and expenses, with significant shut-downs to services across the organisation. However many reduced revenue units also experienced reduced outgoings.

Within the overall financials, there was additional COVID-19 support related grants revenue (and associated capital and operational future commitments) which were received. This included, within the adopted budget, \$4.6M for the Working for Victoria program. The majority of this grant for the year was spent during the financial year.

The City recast the original budget developed in February 2020 through to a revised July 2020 adopted version. From the original base budget, there was \$4.69M in reduced User Fees & Charges revenue.

Subsequent to that, revenue for fees and charges were lower than this revised budget by an additional \$4.5M. However during the financial year, expenditure overall was also lower than expected – as larger decreases in some expenditure e.g. (Bendigo Venues & Events / shows and events) were experienced. Note 1.1 provides some additional details on variances related to COVID-19.

Greater Bendigo City Council
2020/2021 Financial Report

Notes to the Financial Report
For the Year Ended 30 June 2021

Note 1 Performance against budget

The performance against budget notes compare the City's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. The City has adopted a materiality threshold with explanations provided if the operational expense variance is greater than 10% and is greater than \$2,500,000 (capital expenditure greater than 10% and \$1,000,000). Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

1.1 Income and expenditure

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
Income					
Rates and charges	126,592	126,357	(235)	0%	
Statutory fees and fines	4,479	4,435	(44)	-1%	
User fees	23,012	20,215	(2,797)	-12%	1
Grants - operating	30,646	34,135	3,489	11%	2
Grants - capital	7,212	10,931	3,719	52%	3
Contributions - monetary	2,945	2,754	(191)	-6%	
Contributions - non monetary	15,000	12,546	(2,454)	-16%	
Interest on investments	1,174	350	(824)	-70%	
Share of net profits of associates	94	162	68	72%	
Other income	2,061	1,638	(423)	-21%	
Total income	213,215	213,523	308	0%	
Expenses					
Employee costs	76,788	73,014	3,774	5%	
Materials and services	79,457	69,935	9,522	12%	4
Depreciation	40,497	40,582	(85)	0%	
Amortisation - intangible assets	634	656	(22)	-3%	
Amortisation - right of use assets	-	2,758	(2,758)	100%	5
Bad and doubtful debts	268	512	(244)	-91%	
Borrowing costs	1,849	1,820	29	2%	
Finance costs - leases	-	351	(351)	100%	
Net loss on disposal of property, infrastructure, plant and equipment	4,857	11,161	(6,304)	-130%	6
Other expenses	92	956	(864)	-939%	
Total expenses	204,442	201,745	2,697	1%	
Surplus/(deficit) for the year	8,773	11,778	3,005	34%	

*The budget for other income at Interest Revenue has been realigned to be comparable against actual revenue.

1.1 Income and expenditure (cont.)

(i) Explanation or material variations

1. User Fees

The unfavourable result is largely due to COVID-19 restrictions and cancellations in Bendigo Venue & Events (\$2.8M) and forced closures in Bendigo & Heathcote Visitors centres (\$0.5M). This City also provided significant support through its financial hardship policy and rental waivers, with reduced rental income in Property Services (\$1.0M) and Rate recoupment costs surrendered (\$0.2m).

2. Grants - Operating

Operating Grants were favourable to budget by \$3.49M (11%) predominately due to additional grants received for Community Partnership Programs (\$1.4M), Healthy Heart Victoria & Recreation Planning (\$0.9M), Outdoor Dining (\$0.5M), plus additional funding required due to lockdown restrictions on Support Services (\$0.6M).

3. Grants Capital

Additional grant funding received in relation to Blackspot projects (\$5.2M) offset by Recreation grants not yet utilised (\$1.5M).

4. Materials & Services

Materials and services costs were favourable to budget by \$9.5M (12%) primarily due to venue closures and the inability to run a series of programs and events due to restrictions in place. Bendigo Venues & Events had reduced expenditure (\$2.0M) which directly correlates to a decline in User fees income, the same pertains to Tourism & Major Events (\$1.0M). There were also reductions in consultancy fees (\$1.0M), utilities (\$1.0M), training (\$0.5M) & general office expenses (\$0.5M). Amortisation of lease liabilities were originally budgeted to Materials and Services but have been split out in accordance with new accounting standards (\$2.7M).

5. Amortisation Right of Use Assets

Amortisation of lease liabilities were originally budgeted to Materials and Services but have been split out in accordance with new accounting standards (\$2.7M).

6. Net loss on disposal of property, infrastructure, plant and equipment

During the year the former council offices site was sold to the State Government. The Land & Buildings had a combined WDV of \$7.1M and was sold for \$5.5M. There was also a significant increase in write off of WIP balances. This relates to balances that remained in WIP at 30.06.2020 but after being assessed during the 20/21 year was deemed non capital and written off. The total amount written off from the opening WIP balance was \$3.25M, some of the larger projects and costs written off from WIP are 19/20 rehab works at the Eaglehawk landfill site (\$250k), Garden Gully Pavilion non capital works such as landscaping (\$200k) and the pool renewal maintenance works program (\$130k).

Greater Bendigo City Council
2020/2021 Financial Report

Notes to the Financial Report
For the Year Ended 30 June 2021

1.2 Capital works

	Budget 2021 \$'000	Actual 2021 \$'000	Variance \$'000	Variance %	Ref
Property					
Land	530	461	(69)	-13%	
Buildings	10,148	8,256	(1,892)	-19%	1
Total property	10,678	8,717	(1,961)	-18%	
Plant and equipment					
Plant, machinery and equipment	4,231	3,900	(331)	-8%	
Fixtures, fittings and furniture	515	157	(358)	-70%	
Fountains, statues and monuments	55	102	47	85%	
Total plant and equipment	4,801	4,159	(642)	8%	
Infrastructure					
Land improvements	4,180	1,195	(2,985)	-71%	2
Bridges	510	276	(234)	-46%	
Sealed roads	8,570	11,601	3,031	35%	3
Unsealed roads	2,850	2,976	126	4%	
Pathways	3,450	4,216	766	22%	
Drainage	1,510	3,196	1,686	112%	4
Public furniture and fittings	1,860	4,322	2,462	132%	5
Total infrastructure	22,930	27,782	4,852	21%	
Total capital works expenditure	38,409	40,658	2,249	6%	
Represented by:					
New asset expenditure	9,557	13,112	3,555	37%	
Asset renewal expenditure	28,072	26,768	(1,304)	-5%	
Asset upgrade expenditure	780	778	(2)	0%	
Total capital works expenditure	38,409	40,658	2,249	6%	

1.2 Capital works (cont.)

(i) Explanation of material variations

1. Buildings

The Bendigo Botanical Gardens Central Hub, Kennington recreation reserve pavillion and the Hargreaves Mall shade structure had a combined annual budget allocation of \$4.35M of which on \$523k was expended during the 20/21 financial year. Other projects not spent during the year are the White Hills Clubrooms renewal (\$250k) and the Strathfieldsaye Community Hub at Club Court (\$300k). The remaining budget allocation of all 3 projects will be carried forward for delivery in the 21/22 financial year. \$3.6M worth of the 19/20 budget allocation was carried forward to the 20/21 year for delivery of which \$2.5M was delivered during the 20/21 financial year.

2. Land Improvements

A number of significant land improvement projects were not delivered during the 20/21 financial year. These include the Wolstencroft Reserve Project (\$950k), Tom Flood Oval renewal (\$650k), and the Eaglehawk Tennis courts renewal (\$480k). All these programs will be carried forward for delivery into the 21/22 financial year. The Synthetic pitch renewal project at Epsom Recreation reserve had a saving of \$200k compared to budget.

3. Sealed Road

The City received funding for both the Blackspot program and Safe Travel in Local Streets (STILS) road safety programs. These projects were not included in the adopted budget as this funding had not been announced. Some of the significant road safety projects delivered during the year were works on Olympic parade, Maiden Gully (\$650k), Bancroft Street, Bendigo (\$640k), Nelson & Wood Street, California Gully (\$630k), Tannery Lane Roundabout, Strathfieldsaye (\$587k) and Storys Road widening project (\$582k).

4. Drainage

A large number of civil infrastructure projects have a drainage component involved however the budget is allocated to the major component of the project. The Patas road project had a total project cost of \$1.6m however \$460k of this related to drainage works, the Averys Road roundabout project expenditure also included \$232k worth of drainage works. \$368k was also carried forward from the 19/20 financial year for completion of the Burns street drainage project.

5. Public Furniture & Fittings

There was \$1.1m worth of carry forward projects from the 19/20 financial year that were delivered in the 20/21 year. Projects included the Weeroona Oval Lighting (\$210k) and the Canterbury Park Lighting (\$320k). Projects that were budgeted under other asset classes but had a public furniture and fittings component also contributed to the variance. Projects included Ewing Park Oval Development (220k), Wolstencroft reserve Playground Equipment (\$155k), Dower Park Netball Courts (\$135k), View Street Zebra Crossing (\$106k), Bancroft Street Road Safety Project (\$173k).

Note 2 Analysis of Council results by program

The City delivers its functions and activities through the following programs.

2 (a) Corporate Performance

The Corporate Performance Directorate leads, enables and strengthens the organisation to ensure it has the resources and capability to deliver on the Community Plan. The Directorate does this through developing our people and culture, systems and processes, good governance practices and financial stewardship to ensure the delivery of high quality services and programs. The Directorate leads innovation and business transformation to ensure we are ready to meet the challenges and opportunities of the future in partnership with our community.

Health and Wellbeing

The Health and Wellbeing Directorate plans and delivers a broad and diverse range of community services and programs aimed at supporting people to live their lives fully and be active, safe, engaged and healthy. The focus of the Directorate is on developing policy, plans and programs in partnership with the community, delivering services, and supporting the delivery of community infrastructure projects.

Presentation and Assets

The Presentation and Assets Directorate provides and maintains high quality assets and services that help make Greater Bendigo a great place to live, while planning and delivering new assets and services to support Bendigo's ongoing growth. Demonstrating and committing to environmentally responsible thinking and practices and encouraging this throughout the organisation and community is an important focus for the Directorate. Business units include Engineering, Resource Recovery and Education, Works, Parks and Open Space and Property Services.

Strategy and Growth

The Strategy and Growth Directorate incorporates responsibility for Bendigo Art Gallery, Business Services, Bendigo Venues and Events, Regional Sustainable Development, Statutory Planning, and Tourism and Major Events. The overarching role of the Directorate is to contribute to the economic, cultural and social prosperity of our region by identifying and supporting investment opportunities, employment generation and the integrated planning for the sustainable growth of our City and region.

Further details on the services provided by each directorate can be found within the City's annual Budget.

2 (b) Summary of revenues, expenses, assets and capital expenses by program

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2021					
Corporate Performance *	157,238	18,582	138,656	18,646	131,319
Health and Wellbeing	23,853	41,229	(17,376)	11,806	213,231
Presentation and Assets	23,505	117,118	(93,613)	12,582	1,405,706
Strategy and Growth	8,927	24,816	(15,889)	2,032	62,844
	213,523	201,745	11,778	45,066	1,813,100

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2020					
Corporate Performance *	152,077	27,392	124,685	14,699	110,278
Health and Wellbeing	20,264	41,101	(20,837)	10,353	207,884
Presentation and Assets	24,266	97,113	(72,847)	9,877	1,332,923
Strategy and Growth	9,281	27,879	(18,598)	1,126	61,303
	205,888	193,485	12,403	36,055	1,712,388

* Includes the Office of the CEO for the purpose of this reporting.

Further details relating to individual services, areas, and expenditure to support the Community Plan is best reviewed in the City's budget, published annually. The City's budget can be accessed at www.bendigo.vic.gov.au. A variety of other service details, reporting and ratios are also accessible for all Local Government Entities at knowyourcouncil.vic.gov.au.

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Note 3 Funding for the delivery of our services	2021	2020
3.1 Rates and charges	\$'000	\$'000

The City declares rates on the Capital Improved Value (CIV) of all rateable property within the municipal district. The CIV is the value of the land and all its improvements. Valuations are undertaken annually by the Valuer General of Victoria.

The valuation base used to calculate general rates for 2020/21 was \$23,877,068,000 (2019/20 \$22,598,798,000).

General rates	104,298	100,861
Supplementary rates and rate adjustments	1,546	1,209
Garbage charge	11,595	10,854
Recyclable charge	5,078	4,930
Organics charge	3,840	3,702
Interest on rates and charges	-	188
Total rates and charges	126,357	121,744

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2020, and the valuation will be first applied in the rating year commencing 01 July 2020. Annual rates and charges are recognised as revenues when the City issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

Building and planning	2,498	2,319
Parking	213	466
Regulatory service	283	338
Fines	900	1,184
Other fees and charges	541	816
Total statutory fees and fines	4,435	5,123

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

3.3 User fees

Aged and health services	1	38
Leisure centre and recreation	472	365
Child care / children's programs	3,571	3,350
Parking	2,534	3,185
Saleyard yarding	1,164	1,214
Regulatory service	952	1,224
Ticket income *	1,444	2,991
Sales income	858	613
Waste management services	6,641	7,334
Other fees and charges	2,578	2,963
Total user fees	20,215	23,277
User fees by timing of revenue recognition		
User fees recognised over time	1,444	2,991
User fees recognised at a point in time	18,771	20,286
Total user fees	20,215	23,277

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms. * Ticket income consists of ticket sales through Ulumburra Theatre, the Capital Theatre, Bendigo Art Gallery and the Visitor Information Centre.

3.4 Funding from other levels of government

Grants were received in respect of the following :

	2021	2020
Summary of grants	\$'000	\$'000
Commonwealth funded grants	24,210	24,444
State funded grants	20,856	11,612
Total grants received	45,066	36,056

(a) Operating Grants

Recurrent - Commonwealth Government

Financial Assistance Grants - Unallocated	13,195	14,056
Financial Assistance Grants - Local Roads	3,544	3,606
Aged Services	4,393	3,627
Health services - immunisation	9	10

Recurrent - State Government

Aged	46	50
Arts and culture	328	344
Community safety	369	458
Environment	58	64
Family and children	247	121
Health services - immunisation	79	67
Maternal and child health	1,574	1,476
Rural access initiative	723	887
School crossing supervisors	260	278
Youth	46	53

Total recurrent operating grants

24,871 **25,097**

Non-recurrent - Commonwealth Government

Aged	25	753
Arts & Culture	5	-
Inclusive employment initiative	389	96
Transport	80	50

Non-recurrent - State Government

Arts and culture	41	205
Business development	598	22
Business Support	555	
Community and strategy planning	171	165
Community Employment Connectors	260	-
Community safety	35	5
Community welfare	-	51
Emergency management	73	77
Environment	61	52
Family and children	259	90
GovHub	1,000	-
Gender equality	-	11
Recreation / healthy communities	952	998
Tourism / events projects	226	70
Transport	-	190
Working for Victoria	4,404	-
Youth	39	38
Other	91	-

Total non-recurrent operating grants

9,264 **2,873**

Total operating grants

34,135 **27,970**

3.4 Funding from other levels of government (cont.)

(b) Capital Grants	2021	2020
<i>Recurrent - Commonwealth Government</i>	<i>\$'000</i>	<i>\$'000</i>
Roads to recovery	2,246	2,246
<i>Non-recurrent - Commonwealth Government</i>		
Airport	93	-
Parks and open spaces	231	-
<i>Non-recurrent - State Government</i>		
Airport	94	-
Community safety	-	14
Emergency management	-	203
Family and children	86	350
Footpaths	365	-
Heritage	99	21
Libraries infrastructure	-	400
Local roads and streets	5,491	3,422
Parks and open spaces	352	178
Recreation / healthy communities	1,861	804
TAC towards zero	13	160
Tourism / events	-	70
Waste	-	168
Water management	-	50
Total non-recurrent capital grants	8,685	5,840
Total capital grants	10,931	8,086

(c) Unspent grants received on condition that they be spent in a specific manner**Operating**

Balance at start of year	9,430	10,320
Reclassification of unspent grant to unearned income due to change in Accounting Standard	-	(1,753)
Received during the financial year and remained unspent at balance date	9,097	9,430
Received in prior years and spent during the financial year	(9,270)	(8,567)
Balance at year end	9,257	9,430

Capital

Balance at start of year	350	1,203
Reclassification of unspent grant to unearned income due to change in Accounting Standard	-	(425)
Received during the financial year and remained unspent at balance date	-	-
Received in prior years and spent during the financial year	(78)	(428)
Balance at year end	272	350

Grant income is recognised at the point in time when the City satisfies its performance obligations as specified in the underlying agreement.

	2021 \$'000	2020 \$'000
3.5 Contributions		
Monetary	2,754	3,981
Non-monetary - developer contributed assets	12,284	10,354
Non-monetary - donated / gifted assets	262	1,743
	12,546	12,097
Total contributions	15,300	16,078

Contributions of non monetary assets were received in relation to the following asset classes.

Artworks	262	852
Land	3,834	544
Buildings	183	-
Sealed roads	4,265	4,046
Unsealed roads	48	149
Pathways	1,324	2,678
Drainage	2,358	3,828
Bridges	272	-
Total non-monetary contributions	12,546	12,097

Monetary and non monetary contributions are recognised as revenue when the City obtains control over the contributed asset.

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale	6,859	874
Written down value of assets disposed	(17,770)	(4,221)
Disposal of assets classified as held for sale	(250)	-
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(11,161)	(3,347)

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

3.7 Other income

Rental income	1,281	1,439
Net increase in market value of forestry plantation	-	22
Net increase in market value of water rights	-	28
Revenue from volunteer services	97	703
Other income	260	218
Total other income	1,638	2,410

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when the City gains control over the right to receive the income.

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Note 4 The cost of delivering services	2021	2020
4.1 (a) Employee costs	\$'000	\$'000
Wages and salaries	65,676	62,200
WorkCover	856	644
Superannuation	6,256	5,594
Fringe benefits tax	226	215
Total employee costs	73,014	68,653

The City received \$4.4M as part of the working for Victoria program funded by the State Government, of which \$3.5M was spent on employing additional staff during the year.

(b) Superannuation

The City made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	356	378
Employer contributions - other funds	-	-
	356	378
Employer contributions payable at reporting date.	-	-

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,114	3,032
Employer contributions - other funds	2,786	2,184
	5,900	5,216
Employer contributions payable at reporting date.	257	203

Refer to note 9.3 for further information relating to the City's superannuation obligations.

4.2 Materials and services

Contract payments (by Service Unit)		
Resource Recovery and Education	11,391	10,834
Parks and Open Space	3,920	3,864
Capital Venues and Events	814	2,496
Library Services	3,191	3,123
Active and Healthy Lifestyles	2,276	2,515
Major Projects	487	845
Works	1,234	1,299
Regional Sustainable Development	583	1,148
Tourism and Major Events	535	515
Art Gallery	471	652
Engineering	972	899
Business Services	652	521
Property Services	527	522
Statutory Planning	412	478
Safe and Healthy Environments	488	532
Other contract payments	2,651	2,636
Administration expense	6,061	6,834
Utility expenses	5,303	5,611
Materials, concrete products and hardware	5,966	6,273
Maintenance and consumables	11,337	10,856
Plant and equipment operating expenses	4,879	5,751
Contributions and donations	4,013	3,435
Insurance	1,772	1,414
Total materials and services	69,935	73,053

* The City has disclosed larger categories of Contract payments by Service Unit.

	2021 \$'000	2020 \$'000
4.3 Depreciation		
Property	8,546	8,425
Plant and equipment	3,206	3,300
Infrastructure	28,830	27,657
Total depreciation	40,582	39,382
<i>Refer to note 5.2, 5.8 and 6.1 for a further detailed breakdown of depreciation and amortisation charges and accounting policy.</i>		
4.4 Amortisation - Intangible assets		
Landfill airspace	656	634
Total Amortisation - Intangible assets	656	634
4.5 Amortisation - Right of use assets		
Property	1,617	1,184
Plant and equipment	1,106	1,047
Other	35	33
Total Amortisation - Right of use assets	2,758	2,264
4.6 Finance Costs - Leases		
Interest - Lease Liabilities	351	409
Total finance costs	351	409
4.7 Other expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	58	50
Auditors' remuneration - internal	34	37
Cost of service for volunteer services	97	703
Discount rate movement of landfill provision	(628)	843
Landfill rehabilitation and aftercare	1,395	1,368
Total other expenses	956	3,001

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Note 5 Our financial position	2021	2020
5.1 Financial assets	\$'000	\$'000
(a) Cash and cash equivalents		
Cash on hand	24	28
Cash at bank	7,480	9,915
Term deposits	87,571	56,537
Total cash and cash equivalents	95,075	66,480

The City's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Trust funds and deposits (Note 5.3)	3,284	3,129
Total restricted funds	3,284	3,129
Total unrestricted cash and cash equivalents	91,791	63,351

Intended allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by the City:

- Other reserves - excluding unexpended grants and donation reserve	8,572	10,384
- Other reserves - unexpended grants and donations	9,529	9,780
- Other reserves - sale proceeds to contribute to future fit out costs for GovHub site	5,500	-
- Cash held to fund carried forward capital works	11,947	8,921
- Statutory Reserve funds allocated for specific future purposes	9,501	8,788
Total funds subject to intended allocations	45,049	37,873

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

5.1 Financial assets (cont.)	2021	2020
(b) Trade and other receivables	\$'000	\$'000
Current		
Rates debtors	2,437	4,898
Infringement debtors	4,146	3,891
Provision for doubtful debts - infringements	(1,385)	(963)
GST receivable	959	1,688
<i>Non statutory receivables</i>		
Footpath, kerb and channel debtors	273	273
Loans to community organisations	-	9
Loans for heritage restoration works	2	6
General debtors - grants	2,986	689
General debtors - other	2,123	1,866
Allowance for doubtful debts - general debtors	(131)	(111)
Total current trade and other receivables	11,410	12,246
Non-current		
<i>Non statutory receivables</i>		
Footpath, kerb and channel debtors	1	1
Loans for heritage restoration works	30	43
Total non-current trade and other receivables	31	44
Total trade and other receivables	11,441	12,290

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(c) Ageing of Receivables

The ageing of the City's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	3,047	99
Past due by up to 30 days	947	861
Past due between 31 and 180 days	838	953
Past due between 181 and 365 days	59	130
Past due by more than 1 year	393	733
Total trade and other receivables	5,284	2,776

(d) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of \$1,516,155 (2020: \$1,073,420) were impaired. The amount of the provision raised against these debtors was \$1,516,155 (2020: \$1,073,420). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with the City's debt collectors or are on payment arrangements. The largest component of the increase as at 30 June 2021 is in relation to Statutory amounts held by Fines Victoria, predominantly related to parking and animal infringements. The City has no control over collection once information is remitted to Fines Victoria, and the increase in provision is in line with infringement debts >3 years old increasing, and changed Victorian economic conditions.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	7	-
Past due between 181 and 365 days	61	-
Past due by more than 1 year	1,448	1,074
Total trade & other receivables	1,516	1,074

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5.2 Non-financial assets	2021	2020
Intangible assets	\$'000	\$'000
Landfill air space	1,861	1,966
Water rights	244	244
Total intangible assets	2,105	2,210
	Landfill	Water Rights
	\$'000	\$'000
Gross carrying amount		Total
		\$'000
Balance at 1 July 2020	4,539	244
Other additions	551	-
Balance at 1 July 2021	5,090	244
Accumulated amortisation and impairment		
Balance at 1 July 2020	(2,573)	-
Amortisation expense	(656)	-
Balance at 1 July 2021	(3,229)	-
Net book value at 30 June 2020	1,966	244
Net book value at 30 June 2021	1,861	244

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

5.3 Payables

(a) Trade and other payables

Trade payables	7,318	4,050
Sundry creditors	5,212	4,961
Accrued expenses	326	2,358
Total trade and other payables	12,856	11,369

(b) Trust funds and deposits

Refundable security holding deposits	2,691	2,230
Fire service levy (held for the state revenue office)	421	677
Other	172	222
Total trust funds and deposits	3,284	3,129

(c) Unearned income

Grants received in advance - operating	4,636	2,056
Grants received in advance - capital	7,934	1,408
Pre sold ticket income	1,904	491
Total unearned income	14,474	3,955

Amounts received as deposits and retention amounts controlled by the City are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in the City gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Fire Service Levy - the City is the collection agent for fire services levy on behalf of the State Government. Payments receipted by the City before the end of financial year are held in trust until the payment is made to the State Revenue Office on due dates.

Refundable security holding deposits - deposits are taken by the City as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Pre sold ticket income - sales for upcoming performances, predominantly at the Capital and Ulumburra theatres, are held as a deposit and only recognised as income once the performance has occurred.

5.4 Interest-bearing liabilities	2021 \$'000	2020 \$'000
Current		
Borrowings - secured	15,599	4,142
	15,599	4,142
Non-current		
Borrowings - secured	24,961	37,582
	24,961	37,582
Total	40,560	41,724

Borrowings are secured against a charge over the City's rate revenue.

The maturity profile for the City's borrowings is:

Not later than one year	15,599	4,142
Later than one year and not later than five years	19,780	29,470
Later than five years	5,181	8,112
	40,560	41,724

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the City has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The City determines the classification of its interest bearing liabilities at initial recognition. The City has an \$11M interest only liability due for repayment in November 2021.

5.5 Provisions

	Employee	Landfill restoration	Total
2021	\$ '000	\$ '000	\$ '000
Balance at beginning of the financial year	16,590	13,965	30,555
Additional provisions	7,138	-	7,138
Amounts used	(5,944)	(1,823)	(7,767)
Change in provision estimate	-	1,946	1,946
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(833)	(628)	(1,461)
Balance at the end of the financial	16,951	13,460	30,411
2020			
Balance at beginning of the financial year	15,367	11,689	27,056
Additional provisions	6,277	-	6,277
Amounts used	(5,202)	(248)	(5,450)
Change in provision estimate	-	1,681	1,681
Change in the discounted amount arising because of time and the effect of any change in the discount rate	148	843	991
Balance at the end of the financial	16,590	13,965	30,555

5.5 Provisions (cont.)

	2021	2020
	\$'000	\$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	4,278	4,096
Long service leave	1,773	1,833
Sick leave	17	19
	6,068	5,948
Current provisions expected to be wholly settled after 12 months		
Annual leave	1,258	1,103
Long service leave	7,660	7,650
Sick leave	189	224
	9,107	8,977
Total current employee provisions	15,175	14,925
Non-current		
Long service leave	1,776	1,665
Total non-current employee provisions	1,776	1,665
Aggregate carrying amount of employee provisions:		
Current	15,175	14,925
Non-current	1,776	1,665
Total aggregate carrying amount of employee provisions	16,951	16,590

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual Leave

Liabilities for annual leave expected to be wholly settled within 12 months of the reporting date is recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave, Sick Leave (contracted employees)

Liability for long service leave (LSL), sick leave for contracted employees and service recognition is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.

Effective 6 May 1996, the Sick Leave Gratuity Scheme (former City of Bendigo) arrangements and payments ceased to operate. However a number of staff who are entitled to this scheme remain employed by the City. It shall be adjusted annually within one (1) month of the publication of the Consumer Price Index.

Effective 1 April 1998, the Accumulated Sick Leave Scheme arrangements and payments cease to operate. However a number of staff who are entitled to this scheme remain employed by Greater Bendigo City Council. This balance is adjusted based on the individuals applicable pay rate.

	2021	2020
Key assumptions:		
- discount rate	1.49%	0.87%
- index rate	2.95%	4.25%

5.5 Provisions (cont.)

	2021	2020
(b) Landfill restoration	\$'000	\$'000
Current	3,754	3,165
Non-current	9,706	10,800
	13,460	13,965

The City is obligated to restore the active Eaglehawk landfill site and also the closed sites at White Hills and Flora Hill (Wolstencroft site). The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the sites to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Key assumptions:	2021	2020
- discount rate	1.49%	0.87%
- index rate	2.68%	2.68%

5.6 Financing arrangements

The City has the following funding arrangements in place as at 30 June 2021.

Bank overdraft	3,500	3,500
Credit card facilities	400	400
Interest-bearing liabilities	40,560	41,724
Total facilities	44,460	45,624
Used facilities	40,623	41,771
Unused facilities	3,837	3,853

5.7 Commitments

The City has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

2021	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	year	2 years	later than 5 years	years	
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Aquatic and leisure facilities	1,849	-	-	-	1,849
Building essential services	95	102	204	102	503
Car parking	124	109	-	-	233
Cleaning contracts	837	800	785	396	2,818
Communications	24	24	-	-	48
Community events	369	215	156	119	859
Contract management	390	130	168	-	688
Exhibitions	95	-	-	-	95
Internal audit	42	-	-	-	42
IT / telecommunications	777	462	335	24	1,598
Organics collection	1,226	1,228	2,511	1,284	6,249
Processing organic waste	2,022	2,024	1,500	-	5,546
Recyclable garbage collection	1,564	1,582	3,114	-	6,260
Sanitary services	31	31	62	31	155
Theatre costs	177	-	-	-	177
Transportation of waste from Eaglehawk Landfill	1,543	1,605	-	-	3,148
Waste Disposal	3,800	3,895	3,992	-	11,687
Total	14,965	12,207	12,827	1,956	41,955
Capital					
Car Parking	239	39	-	-	278
Construction works	11,469	-	-	-	11,469
Garbage Bins	300	300	900	-	1,500
Plant	461	-	-	-	461
Rehabilitation Works	271	3,726	-	-	3,997
Total	12,740	4,065	900	-	17,705

5.7 Commitments (Cont.)

2020	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Aquatic and leisure facilities	1,695	807	-	-	2,502
Building essential services	88	55	46	-	189
Car parking	153	176	275	-	604
Cleaning contracts	686	642	1,284	430	3,042
Cleaning public bins	5	-	-	-	5
Communications	79	79	-	-	158
Community events	161	93	31	-	285
Contract management	122	125	108	9	364
Exhibitions	250	-	-	-	250
Internal audit	12	-	-	-	12
IT / telecommunications	97	78	12	-	187
Media campaign	67	-	-	-	67
Organics collection	1,068	1,095	3,451	2,447	8,061
Processing organic waste	833	503	1,583	-	2,919
Recyclable garbage collection	1,380	1,414	4,458	1,561	8,813
Sanitary services	5	-	-	-	5
Security services	2	-	-	-	2
Theatre costs	120	13	-	-	133
Transportation of waste from Eaglehawk Landfill	954	978	1,002	-	2,934
Total	7,777	6,058	12,250	4,447	30,532
Capital					
Car Parking	340	265	265	-	870
Construction works	1,739	-	-	-	1,739
Total	2,079	265	265	-	2,609

5.8 Leases

At inception of a contract, an assessment is made whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, the City recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, the City uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that the City is reasonably certain to exercise, lease payments in an optional renewal period if the City is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the City is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Right-of-Use Assets

	Property	Plant & Equipment	Other, etc.	Total
2021	\$'000	\$'000	\$'000	\$'000
Balance at 1 July 2020	3,674	5,517	134	9,325
Additions	268	-	-	268
Disposals	(28)	-	-	(28)
Amortisation charge	(1,532)	(1,106)	(35)	(2,673)
Balance at 30 June 2021	2,382	4,411	99	6,892

2020				
Balance at 1 July 2020	2,628	6,380	167	9,175
Additions	2,230	184	-	2,414
Amortisation charge	(1,184)	(1,047)	(33)	(2,264)
Balance at 30 June 2021	3,674	5,517	134	9,325

Lease Liabilities

	2021	2020
	\$'000	\$'000
Maturity analysis - contractual undiscounted cash flows		
Less than one year	2,872	2,921
One to five years	4,485	6,330
More than five years	371	862
Total undiscounted lease liabilities as at 30 June:	7,728	10,113

Lease liabilities included in the Balance Sheet at 30 June:

Current	2,618	2,625
Non-current	4,536	6,765
Total lease liabilities	7,154	9,390

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2020 \$'000	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Write-off \$'000	Transfers \$'000	At Fair Value 30 June 2021 \$'000
Property	554,592	461	4,017	72,582	(8,546)	(7,143)	(2,158)	20,262	634,067
Plant and equipment	85,018	4,057	262	-	(3,205)	(883)	-	252	85,501
Infrastructure	923,164	-	8,267	7,735	(28,831)	-	(4,333)	34,182	940,184
Work in progress	53,992	36,140	-	-	-	-	(3,253)	(54,696)	32,183
	1,616,766	40,658	12,546	80,317	(40,582)	(8,026)	(9,744)	-	1,691,935

Summary of Work in Progress

	Opening WIP	Additions	Write-off	Transfers	Closing WIP
Property	21,081	8,256	(1,444)	(20,264)	7,629
Plant and equipment	344	102	(87)	(252)	107
Infrastructure	32,567	27,782	(1,722)	(34,180)	24,447
Total	53,992	36,140	(3,253)	(54,696)	32,183

6.1 Property, infrastructure, plant and equipment (cont.)

(a) Property

	Land - specialised \$'000	Land - non specialised \$'000	Land under roads \$'000	Total Land \$'000	Heritage buildings \$'000	Buildings - specialised \$'000	Buildings - non specialised \$'000	Total Buildings \$'000	Total Property \$'000
At fair value 1 July 2020	234,952	11,868	8,946	255,766	134,459	307,970	7,409	449,838	705,604
Accumulated depreciation at 1 July 2020	-	-	-	-	(49,700)	(101,152)	(160)	(151,012)	(151,012)
	234,952	11,868	8,946	255,766	84,759	206,818	7,249	298,826	554,592
Movements in fair value									
Additions	42	419	-	461	-	-	-	-	461
Contributions	3,226	-	609	3,835	166	114	-	280	4,115
Disposal	-	(6,935)	-	(6,935)	-	-	(216)	(216)	(7,151)
Write-off	(604)	-	-	(604)	-	(3,573)	-	(3,573)	(4,177)
Transfers	-	-	-	-	-	20,262	-	20,262	20,262
Revaluation	34,089	1,790	2,388	38,267	38,134	(7,106)	2,228	33,256	71,523
	36,753	(4,726)	2,997	35,024	38,300	9,697	2,012	50,009	85,033
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	-	-	(2,280)	(6,182)	(84)	(8,546)	(8,546)
Accumulated depreciation of disposals	-	-	-	-	-	-	8	8	8
Accumulated depreciation of write-offs	-	-	-	-	-	2,019	-	2,019	2,019
Accumulated depreciation of Contributions	-	-	-	-	(78)	(20)	-	(98)	(98)
Revaluation	-	-	-	-	(4,262)	5,085	236	1,059	1,059
	-	-	-	-	(6,620)	902	160	(5,558)	(5,558)
At fair value 30 June 2021	271,705	7,142	11,943	290,790	172,759	317,667	9,421	499,847	790,637
Accumulated depreciation at 30 June 2021	-	-	-	-	(56,320)	(100,250)	-	(156,570)	(156,570)
	271,705	7,142	11,943	290,790	116,439	217,417	9,421	343,277	634,067

6.1 Property, infrastructure, plant and equipment (cont.)
(b) Plant and Equipment

	Plant and equipment \$'000	Office equipment, furniture and fittings \$'000	Artworks \$'000	Fountains, statues and monuments \$'000	Total plant and equipment \$'000
At fair value 1 July 2020	30,275	9,998	59,191	11,173	110,637
Accumulated depreciation at 1 July 2020	(13,814)	(7,692)	-	(4,113)	(25,619)
	16,461	2,306	59,191	7,060	85,018
Movements in fair value					
Additions	3,900	157	-	-	4,057
Contributions	-	-	262	-	262
Transfers	-	-	-	252	252
Disposal	(2,372)	(135)	-	-	(2,507)
	1,528	22	262	252	2,064
Movements in accumulated depreciation					
Depreciation and amortisation	(2,597)	(488)	-	(120)	(3,205)
Accumulated depreciation of disposals	1,490	134	-	-	1,624
	(1,107)	(354)	-	(120)	(1,581)
At fair value 30 June 2021	31,803	10,020	59,453	11,425	112,701
Accumulated depreciation at 30 June 2021	(14,921)	(8,046)	-	(4,233)	(27,200)
	16,882	1,974	59,453	7,192	85,501

6.1 Property, infrastructure, plant and equipment (cont.)
(c) Infrastructure

	Sealed roads	Unsealed roads	Bridges	Pathways	Drainage	Land	Public furniture	Landfill	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	improvements	and fittings	\$'000	Infrastructure
						\$'000	\$'000		\$'000
At fair value 1 July 2020	678,219	54,073	75,751	144,732	383,930	72,417	39,386	4,807	1,453,315
Accumulated depreciation at 1 July 2020	(262,109)	(17,647)	(30,779)	(49,655)	(114,366)	(35,223)	(17,368)	(3,004)	(530,151)
	416,110	36,426	44,972	95,077	269,564	37,194	22,018	1,803	923,164
Movements in fair value									
Contributions	4,365	69	680	1,326	2,393	-	-	-	8,833
Write-off	(5,908)	(3,129)	(298)	(530)	(686)	(452)	(1,019)	-	(12,022)
Transfers	14,021	3,190	1,181	4,204	4,137	4,005	3,444	-	34,182
Revaluation	2,433	763	(838)	(882)	1,883	-	-	-	3,359
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
	14,911	893	725	4,118	7,727	3,553	2,425	-	34,352
Movements in accumulated depreciation									
Depreciation and amortisation	(12,921)	(2,324)	(777)	(3,588)	(3,719)	(2,881)	(2,019)	(602)	(28,831)
Accumulated depreciation of disposals	4,342	1,278	275	381	317	348	748	-	7,689
Accumulated Depreciation of Contributions	(101)	(22)	(408)	-	(35)	-	-	-	(566)
Revaluation	(719)	3,071	1,253	1,994	(1,223)	-	-	-	4,376
	(9,399)	2,003	343	(1,213)	(4,660)	(2,533)	(1,271)	(602)	(17,332)
At fair value 30 June 2021	693,130	54,966	76,476	148,850	391,657	75,970	41,811	4,807	1,487,667
Accumulated depreciation at 30 June 2021	(271,508)	(15,644)	(30,436)	(50,868)	(119,026)	(37,756)	(18,639)	(3,606)	(547,483)
	421,622	39,322	46,040	97,982	272,631	38,214	23,172	1,201	940,184

6.1 Property, infrastructure, plant and equipment (cont.)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by the City, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with the City's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period	Threshold Limit
<i>Asset recognition thresholds and depreciation periods</i>		\$'000
Land and land improvements		
land	n/a	-
buildings	20-150 years	10-20
Plant and equipment		
plant and equipment	2-25 years	2
office equipment, furniture and fittings	2-25 years	2
artwork	n/a	-
fountains, statues and monuments	80-100 years	5
Infrastructure		
sealed roads	2-100 years	5-10
unsealed roads	15-100 years	5-10
pathways	25-50 years	5
bridges	100 years	10
drainage	100-200 years	5-20
public furniture and fittings	15-40 years	2-5
land improvements	20-80 years	5
landfill	6-10 years	-
Intangible assets		
landfill airspace	6-10 years	-

Land under roads

The City recognises land under roads it controls at fair value.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the City in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

6.1 Property, infrastructure, plant and equipment (cont.)

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer James Collins, JLC Valuation and Consulting Member No: 62579. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table.

Details of the City's land and buildings and information about the fair value hierarchy as at 30 June 2021 are as follows:

	Level 1	Level2	Level 3	Date of Valuation
Land	-	7,142	-	Jun-21
Specialised land	-	-	271,705	Jun-21
Land under roads	-	-	11,943	Jun-21
Buildings	-	9,421	-	Jun-21
Buildings - specialised	-	-	217,417	Jun-21
Buildings - heritage	-	-	116,439	Jun-21
Total	-	16,563	617,504	

Valuation of infrastructure

Valuation of Infrastructure assets and specialised buildings has been determined in accordance with contemporary asset management standards and are independently verified. The valuation process is managed by Mr Ian McLauchlan, Manager Engineering (Certified Practising Engineer) and Mr Paul Nicholson, Coordinator GIS and Asset Information utilising internal professional engineering and technical resources. The valuation process for sealed roads, unsealed roads, pathways, bridges and drainage is performed annually with a third of each asset class inspected and valued. Valuation of Public furniture and land improvements are completed on a three year cycle having last been valued at 30 June 2018. Due to significant change with the GIS and asset information team and the way asset information is captured, this could not be undertaken for 30 June 2021. The valuation process for the land improvements and public furniture and fittings asset classes has been rescheduled for 31 December 2021.

The date of the current valuation is detailed in the following table.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the City's infrastructure and information about the fair value hierarchy as at 30 June 2021 are as follows:

	Level 1	Level2	Level 3	Date of Valuation
Sealed roads	-	-	421,622	Jun-21
Unsealed roads	-	-	39,322	Jun-21
Pathways	-	-	97,982	Jun-21
Bridges	-	-	46,040	Jun-21
Drainage	-	-	272,631	Jun-21
Public furniture and fittings	-	-	23,172	Jun-18
Land improvements	-	-	38,214	Jun-18
Landfill	-	-	1,201	N/A
Total	-	-	940,184	

6.1 Property, infrastructure, plant and equipment (cont.)

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 10% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1 and \$1,557 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$280 to \$10,230 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 1 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 1 year to 200 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2021	2020
	\$'000	\$'000
Reconciliation of specialised land		
Land under roads	11,943	8,946
Land	271,705	234,952
Total specialised land	283,648	243,898

	2021 \$'000	2020 \$'000
6.2 Investments in associates, joint arrangements and subsidiaries		
(a) Investments in associates		
North Central Goldfields Regional Library Corporation (NCGRLC)	3,555	3,393
North Central Goldfields Regional Library Corporation (NCGRLC)		
<i>Background</i>		
The City is a member of the North Central Goldfields Regional Library Corporation. The City has a 61.05% share of the net assets (61.11% 2020). At 30 June 2021 the City's equity in the corporation was \$3,554,173 (30 June 2020 \$3,392,290).		
Fair value of the City's investment in NCGRLC	3,555	3,393
The City's share of accumulated surplus/(deficit)		
The City's share of accumulated surplus at start of year	2,509	2,518
Share of equity adjustment	(1)	(2)
Transfers (to) from reserves	90	(7)
The City's share of accumulated surplus at end of year	2,598	2,509
The City's share of reserves		
The City's share of reserves at start of year	703	699
Share of equity adjustment	(2)	(2)
Transfers (to) from reserves	(91)	6
The City's share of reserves at end of year	610	703
Movement in carrying value of specific investment		
Carrying value of investment at start of year	3,393	3,273
Share of surplus(deficit) for year	165	124
Share of equity adjustment	(3)	(4)
Carrying value of investment at end of year	3,555	3,393
The City's share of expenditure commitments		
Operating commitments	314	222
The City's share of expenditure commitments	314	222

Associates are all entities over which the City has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Committees of management

All entities controlled by the City that have material revenues, expenses, assets or liabilities, such as committees of management, have been included in this financial report. Any transactions between these entities and the City have been eliminated in full.

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Parent entity

Greater Bendigo City Council is the parent entity.

Subsidiaries and Associates

Interests in associates are detailed in Note 6.2.

(b) Key Management Personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

Matt Emond - Deputy Mayor (01/07/2020 to 24/10/2020)

James Williams (01/07/2020 to 24/10/2020)

George Flack (01/07/2020 to 24/10/2020)

Malcolm Pethybridge (01/07/2020 to 24/10/2020)

Susie Hawke (01/07/2020 to 24/10/2020)

Jennifer Alden - Councillor (01/07/2020 to 24/10/2020) and Mayor (06/11/2020 to 30/06/2021)

Andrea Metcalf - Councillor (01/07/2020 to 24/10/2020) and Deputy Mayor (06/11/2020 to 30/06/2021)

Margaret O'Rourke - Mayor (01/07/2020 to 24/10/2020) and Councillor (06/11/2020 to 30/06/2021)

Rod Fyffe - Councillor (01/07/2020 to 24/10/2020) and (06/11/2020 to 30/06/2021)

Gregory Penna (06/11/2020 to 30/06/2021)

Matthew Evans (06/11/2020 to 30/06/2021)

Vaughan Williams (06/11/2020 to 30/06/2021)

Julie Sloan (06/11/2020 to 30/06/2021)

David Fagg (06/11/2020 to 30/06/2021)

Executive

Chief Executive Officer

Director - Corporate Performance

Director - Health and Wellbeing

Director - Presentation and Assets

Director - Strategy and Growth

Total Number of Councillors

2021	2020
No.	No.

14	10
----	----

Total of Chief Executive Officer and other Key Management Personnel

5	5
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Total Number of Key Management Personnel

19	15
----	----

(c) Remuneration of Key Management Personnel

2021	2020
\$	\$

Total remuneration of key management personnel was as follows:

Short-term benefits

1,506	1,566
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Long-term benefits

29	28
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Post employment benefits

142	116
-----	-----

Total

1,677	1,710
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7.1 Council and key management remuneration (cont.)

The numbers of key management personnel whose total remuneration from the City and any related entities, fall within the following bands:

	2021 No.	2020 No.
\$0,000 - \$9,999	-	1
\$10,000 - \$19,999	5	-
\$20,000 - \$29,999	5	1
\$30,000 - \$39,999	2	7
\$50,000 - \$59,999	1	-
\$80,000 - \$89,999	2	-
\$100,000 - \$109,999	-	1
\$140,000 - \$149,999	1	-
\$200,000 - \$209,999	1	-
\$230,000 - \$239,999	1	2
\$240,000 - \$249,999	-	1
\$250,000 - \$259,999	1	-
\$260,000 - \$269,999	-	1
\$350,000 - \$359,999	-	1
\$370,000 - \$379,999	1	-
	20	15

(d) Senior Officer Remuneration

A Senior Officer is an officer of the City, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$151,000 (2020: \$150,000)

The number of Senior Officers are shown below in their relevant income bands:

Income Range:	2021 No.	2020 No.
< \$151,000	16	8
\$151,000 - \$159,999	6	6
\$160,000 - \$169,999	3	4
\$170,000 - \$179,999	5	2
\$180,000 - \$189,999	-	2
	30	22

Total Remuneration for the reporting year for Senior Officers included above, amounted to: 4,107 3,343

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	2021	2020
	\$'000	\$'000
7.2 Related party disclosure		
(a) Transactions with related parties		

During the period the City entered into the following transactions with related parties.

Income

Financial services provided to NCGRLC	79	78
Hire of Bendigo Town Hall	-	4
Reimbursement for two dishwashers	2	-
Rent and outgoings received from NCGRLC for the Bendigo Library headquarters	42	36
	123	118

Expenses

Contribution to NCGRLC	3,191	3,123
Reimbursement for running the Bendigo Regional Archive Centre (BRAC), paid to NCGRLC	92	92
Grants paid	31	-
Room hire / other expenses, paid to NCGRLC	-	3
	3,314	3,218

(b) Outstanding balances with related parties

There was no material balances outstanding at the end of the reporting period in relation to transactions with related parties.

(c) Loans to/from related parties

There are no loans in existence at balance date which have been made, guaranteed or secured by the City to a related party.

(d) Commitments to/from related parties

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the City to a related party are as follows:

The City had an agreement with the North Central Goldfields Regional Library Corporation to provide accounting and financial services to 30 June 2023 for which a fee is paid. The agreement had an option to extend until 30 June 2025. The City also has a 10 year lease agreement for buildings with the Corporation which commenced on 1 July 2015, for which rental is charged.

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Construction of infrastructure assets by developers in the course of creating new subdivisions results in the infrastructure assets being vested in the City when the City issues a statement of compliance. These assets are brought to account as revenue and capitalised.

At reporting date, developers had commenced construction of assets that will eventually be transferred to the City contingent upon the City issuing a statement of compliance.

Operating lease receivables

The City has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.

	2021 \$'000	2020 \$'000
Not later than one	1,362	1,385
Later than one year and not later than five years	1,934	2,907
Later than five years	479	477
	3,775	4,769

(b) Contingent liabilities

Superannuation

The City has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021. The expected contributions to be paid to the defined benefit category of vision super for the year ending 30 June 2022 is \$390,000.

Landfill

The City has confirmed the presence of ten past and one current landfill sites that may require some form of rehabilitation or remediation works. The Eaglehawk, White Hills and Wolstencroft sites have had a rehabilitation plan developed. This has allowed the City to include an accurate provision within the financial statements for each of the three sites at the 30 June 2021. The remainder of the former landfill sites that have been identified are considered a low risk and the level of rehabilitation works required, if any, is unknown.

Other matters

In May 2020, Council approved the sale of the Lyttleton Terrace site to Development Victoria for the purpose of the Bendigo GovHub, a new building that will house both Council staff and other government entities as tenants. In future years, this will result in a Right of Use lease asset and corresponding lease liability. As at 30 June 2021, there was no signed rental or tenancy agreements in place.

(c) Guarantees for loans to other entities

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the City, not the fair value of the financial guarantee. The City maintains representation on Bendigo Stadium Ltd board and finance committee as part of arrangements related to the loan guarantee provided. In August of 2020 Councillors agreed to support additional guarantee arrangements for refinancing of a loan at Bendigo Stadium Ltd up to the value of \$13M.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or the City has other reasons to believe that it is probable that the right will be exercised.

8.1 Contingent assets and liabilities (cont.)

Name of Organisation	Council Guarantee Amount	Current Loan Guarantee Exposure	Financial Institution	Date Approved by Council	Guarantee Expires
Bendigo Stadium Ltd	\$13,819,898	\$12,602,166	Bendigo Bank	4/05/2016	1/05/2027

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. The City assesses the impact of these new standards. As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to materially impact the City.

8.3 Financial instruments**(a) Objectives and policies**

The City's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the City. These policies include identification and analysis of the risk exposure to the City and appropriate procedures, controls and risk minimisation. Details are reviewed by the City's Audit & Risk Committee.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of the City's financial instruments will fluctuate because of changes in market prices. The City's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. The City's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes the City to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The City has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the City's investment policy. The City manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the City's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the City's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause the City to make a financial loss. The City has exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- The City have a policy for establishing credit limits for the entities the City deals with;
- The City may require collateral where appropriate; and
- The City only invests surplus funds with financial institutions which have a recognised credit rating specified

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

8.3 Financial instruments (cont.)

The City may also be subject to credit risk for transactions which are not included in the balance sheet, such as when the City provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. The City does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of the City's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks the City:

- Publishes and maintains a ten year longterm financial plan;
- adheres to budget principles which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The City's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in the City's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the City believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of +1 % and -1% in market interest rates (AUD) from year-end rates of 0.34%.

These movements will not have a material impact on the valuation of the City's financial assets and liabilities, nor will they have a material impact on the results of the City's operations.

8.4 Fair value measurement

Fair value hierarchy

The City's financial assets and liabilities are not valued in accordance with the fair value hierarchy, the City's financial assets and liabilities are measured at amortised cost.

The City measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, the City has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, the City determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the City reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, the City undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 1 to 5 years. The valuation is performed either by experienced council officers or independent experts.

Impairment of assets

At each reporting date, the City reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

The state of Victoria was placed into a lockdown due to Covid-19 outbreak on the 21st of August 2021. This has resulted in the closure of a number of facilities and has reduced the level of service delivery during this time. This closure does not alter the information provided within these financial statements and accompanying notes. The City will continue to monitor the non-financial and financial impacts of Covid-19 on its operations.

Note 9 Other matters

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
9.1 Reserves			
(a) Asset revaluation reserves			
2021			
Property			
Land	170,577	38,267	208,844
Buildings	120,482	34,315	154,797
Plant and equipment	1,541	-	1,541
Library resources	820	-	820
Artwork	48,582	-	48,582
	342,002	72,582	414,584
Infrastructure			
Roads, bridges and pathways	377,146	7,075	384,221
Drainage	69,649	660	70,309
Public furniture and fittings, statues and monuments	9,399	-	9,399
Land improvements	18,189	-	18,189
	474,383	7,735	482,118
Total asset revaluation reserves	816,385	80,317	896,702
2020			
Property			
Land	170,577	-	170,577
Buildings	120,482	-	120,482
Plant and equipment	1,541	-	1,541
Library resources	820	-	820
Artwork	47,307	1,275	48,582
	340,727	1,275	342,002
Infrastructure			
Roads, bridges and pathways	377,463	(317)	377,146
Drainage	71,377	(1,728)	69,649
Public furniture and fittings, statues and monuments	9,399	-	9,399
Land improvements	18,189	-	18,189
	476,428	(2,045)	474,383
Total asset revaluation reserves	817,155	(770)	816,385

The asset revaluation reserve is used to record the increased (net) value of the City's assets over time.

Greater Bendigo City Council
2020/2021 Financial Report

Notes to the Financial Report
For the Year Ended 30 June 2021

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
9.1 Reserves (cont.)				
(b) Other reserves				
2021				
Open Space	4,713	508	(5)	5,216
Development Contributions	4,075	460	(250)	4,285
Tree Amenity	-	48	-	48
Native Vegetation	-	95	-	95
Waste Management	7,873	363	(2,475)	5,761
Land and Buildings	-	6,387	(730)	5,657
Car Parking	511	-	-	511
Defined Benefits	2,000	-	-	2,000
Unexpended Grants and Donations	9,780	9,257	(9,508)	9,529
Total Other reserves	28,952	17,118	(12,968)	33,102
2020				
Open Space	4,223	898	(408)	4,713
Development Contributions	4,278	263	(466)	4,075
Waste Management	8,742	330	(1,199)	7,873
Land and Buildings	177	643	(820)	-
Car Parking	661	-	(150)	511
Defined Benefits	3,000	-	(1,000)	2,000
Long Service Leave	4,096	-	(4,096)	-
Unexpended Grants and Donations	12,334	9,432	(11,986)	9,780
Total Other reserves	37,511	11,566	(20,125)	28,952

Open Space - Statutory developer contribution funds to be used for future recreation facility additions or improvements.

Development Contributions - Statutory developer contribution funds for future drainage, road, fencing and tree planting.

Waste Management - This reserve was established to make some provision for a replacement waste treatment facility when the Eaglehawk Landfill is exhausted and to contribute to rehabilitation requirements for closed landfill sites.

Defined Benefits - This reserve is used to assist with the funding of any call that may be made on the City as a result of shortfall in the Local Authorities Superannuation Fund Defined Benefits Plan.

Unexpended Grants and Donations - This reserve is used to set aside grant and donation monies in relation to specific projects received in one financial year that will not be expended until a later financial year. Funds in this account are predominantly not discretionary.

	2021 \$'000	2020 \$'000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	11,778	12,404
Depreciation / amortisation	43,996	42,280
(Profit) / loss on disposal of property, infrastructure, plant and equipment	11,161	3,347
Contributions - non monetary assets	(12,546)	(12,097)
Share of net (profits) / losses of associates accounted for using the equity method	(162)	(120)
Gain from water and forestry rights	-	(50)
Borrowing Costs	2,171	2,211
<i>Change in assets and liabilities:</i>		
(Increase) / decrease in trade and other receivables	849	(530)
(Increase) / decrease in other assets	(444)	1,047
(Increase) / decrease in other liabilities	10,679	-
(Increase) / decrease in inventory	21	30
Increase / (decrease) in trade and other payables	1,487	(1,914)
Increase / (decrease) in provisions	(699)	3,500
Net cash provided by/(used in) operating activities	68,291	50,108

9.3 Superannuation

The City makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Operating Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2021, this was 9.5% as required under Superannuation Guarantee (SG) legislation).

Defined Benefit

The City does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of The City in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

9.3 Superannuation (cont.)

Funding arrangements

The City makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020.

The vested benefit index (VBI) of the Defined Benefit category of which The City is a contributing employer was 104.6%. The financial assumptions used to calculate the VBI were:

Net investment returns	5.6% pa
Salary information	2.5% pa for two years and 2.75% pa thereafter
Price inflation (CPI)	2.0% pa.

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the estimated VBI at 30 June 2021 was 109.7%. The financial assumptions used to calculate this VBI were:

Net investment returns	4.8% pa
Salary information	2.75% pa
Price inflation (CPI)	2.25% pa.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2020 triennial actuarial investigation conducted by the Fund Actuary, the City makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

In addition, the City reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

9.3 Superannuation (cont.)

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including the City) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2020 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which the City is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which the City is a contributing employer:

	2020 (Triennial) \$m	2019 (Interim) \$m
- A VBI Surplus	100.0	151.3
- A total service liability surplus	200.0	233.4
- A discounted accrued benefits surplus	217.8	256.7

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2020.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2020.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2020.

The City was notified of the 30 June 2020 VBI during August 2020 (2019: August 2019).

The 2021 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021. The City was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

9.3 Superannuation (cont.)

Superannuation contributions

Contributions by the City (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2021 are detailed below:

Scheme	Type of Scheme	Rate	2021 \$'000	2020 \$'000
Vision super	Defined	9.50%	356	378
Vision super	Accumulation fund	9.50%	3,114	3,032

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021. The expected contributions to be paid to the defined benefit category of vision super for the year ending 30 June 2022 is \$390,000.

Note 10 Change in accounting policy

AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG Sector)

The City has adopted AASB 1059 Service Concession Arrangements: Grantors , from 1 July 2020. This has resulted in no material adjustments to the amounts recognised in the financial statements.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/21 for LG Sector)

The City has adopted AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material, from July 1 2020. All information has been disclosed where material in nature, amount and impact to ensure primary users of the general purpose financial statements are informed and can make decisions on the basis of the information disclosed regarding the entity.

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)

The City has adopted AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework from 1 July 2020. Financial statements present fairly the financial position, financial performance and cash flows of the City. There is a fair presentation of the effects of transactions, other events and conditions in accordance with definitions and recognition criteria for assets, liabilities, income and expenses set out in the Framework Conceptual for Financial Reporting.

It is not expected that these standards will have any significant impact on the City.

GREATER BENDIGO CITY COUNCIL

PERFORMANCE STATEMENT

For the year ended 30 June 2021

Description of Municipality

The City of Greater Bendigo is located in the geographic centre of Victoria about 90 minute drive north of Melbourne. Greater Bendigo has an estimated population of 119,980 at 30 June 2021 and covers approximately 3,000 square kilometres of the central Victorian landscape, including smaller towns and villages such as Heathcote, Axedale, Huntly, Marong, Elmore, Goornong, Neilborough, Sebastian, Woodvale, Raywood, Mia Mia and Redesdale.

The resident population of Greater Bendigo at 30 June 2020 was estimated at 118,093, which represents an average annual growth rate of 1.6% or 1,887 people.

The service age structure of Greater Bendigo shows different populations at their different life stages. Looking at age structure this way can better inform the level of demand on specific age based services as well as specific housing needs. At the 2016 Census the age structure shows that overall 19.2% of the population was aged between 0 and 15 and 17.8% of residents were over the age of 65. Compared to regional Victoria, Greater Bendigo has a higher proportion of people in the younger age groups and lower proportion of those 65 and over (18.2% and 20.4% respectively).

Additional demographic information is contained earlier in the annual report.

The Covid-19 pandemic has once again had a significant impact on the operations of the City. In line with government restrictions, the City closed a number of facilities and reduced service delivery throughout the year. The financial impact of these closures has been reflected in the results for 2020-21 and appropriate commentary appears throughout the annual financial and performance statements.

The City will continue to monitor the non-financial and financial impacts of Covid-19 on its operations.

Greater Bendigo City Council
2020/2021 Performance Statement

Sustainable Capacity Indicators

Indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations
Population					
Expenses per head of municipal population [Total expenses / Municipal population]	\$1,551	\$1,606	\$1,638	\$1,588	
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$11,140	\$11,573	\$11,525	\$11,970	
Population density per length of road [Municipal population / Kilometres of local roads]	36.46	37.10	37.65	38.19	
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,286	\$1,359	\$1,302	\$1,184	Own source revenue reduced in 2020/2021 due to lower user fees in the year, and other reduced revenue as part of COVID support or reduced service provided by the City.
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$243	\$222	\$232	\$226	
Disadvantage					
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	4	4	4	4	
Workforce turnover					
Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year x100]	8.9%	14.0%	8.5%	10.9%	

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage

Service Performance Indicators					
Service/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations
Aquatic Facilities Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	1.60	4.23	4.26	2.92	Reduction in visits as the public were under stay at home orders
Animal Management Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions]	New in 2020	New in 2020	100%	100%	
Food Safety Health and safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	87.12%	80.88%	85.19%	71%	Lower quantity of non-compliance notifications year-on-year due to lockdown restrictions on hospitality sector.
Governance Satisfaction <i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	54	57	53	54	
Libraries Participation <i>Active library borrowers in municipality</i> [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	14.07%	12.91%	12.47%	10.34%	Decrease in active borrowers due to COVID-19 restrictions forcing libraries to close. In line with non-essential services.

Service Performance Indicators (cont.)					
Service/indicator/measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations
Maternal and Child Health (MCH) Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100 Participation <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	77.85%	78.45%	78.02%	77.34%	Reduction in Material & Child Health Services. Programs could not operate when there were stay at home orders.
	80.20%	78.47%	82.97%	72.20%	
Roads Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	57	60	60	61	
Statutory Planning Decision making <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	71.43%	58.33%	75.00%	87.50%	The last two years have been consistent with 8 planning decisions being disputed in VCAT. This year 7 out of 8 decisions were upheld. Prior year was 6 out of 8 were upheld. FY2018-19 was an outlier as 7 out of 12 decisions were upheld.
Waste Collection Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	46.84%	58.00%	50.80%	50.19%	

Definitions

"active library member" means a member of a library who has borrowed from the library

"annual report" means an annual report prepared by a council under section 98 of the Act

"class 1 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act

"class 2 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

Financial Performance Indicators									
Dimension/Indicator /measure	Results 2018	Results 2019	Results 2020	Results 2021	Forecasts			Material Variations	
					2022	2023	2024	2025	
Efficiency									
Expenditure level									
Expenses per property assessment [Total expenses / Number of property assessments]	\$3,039	\$3,158	\$3,279	\$3,230	\$3,235	\$3,299	\$3,300	\$3,375	
Revenue level									
Average rate per property assessment [General rates and municipal charges / Number of property assessments]	New in 2020	New in 2020	\$1,710	\$1,794	\$1,766	\$1,845	\$1,895	\$1,972	
Liquidity									
Working capital									
Current assets compared to current liabilities [Current assets / Current liabilities] x100	201.52%	244.18%	185.97%	160.09%	178.24%	153.57%	141.02%	139.41%	At the end of 2020/2021 cash and investments were \$29M greater than the previous year due to additional government grants combined with delays in programs due to lockdown restrictions. However, while cash holdings were higher, the increased grants and lockdowns delaying the City's ability to deliver programs resulted in significant funds being classified as current liabilities (Income received in advance, \$14m). In addition, a long term interest only loan (\$11M) is due in the next 12 months and hence has been reclassified as current. The forward Financial Plan maintains adequate cash holdings for commitments
Unrestricted cash									
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	81.31%	103.54%	73.67%	68.98%	78.95%	47.73%	40.56%	27.95%	
Obligations									
Loans and borrowings									
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	42.34%	39.00%	34.27%	32.10%	32.71%	33.25%	33.26%	29.60%	
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	5.37%	5.33%	4.89%	4.74%	13.59%	6.14%	6.68%	7.04%	
Indebtedness									
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	36.42%	33.28%	36.95%	28.86%	30.70%	29.95%	28.87%	25.52%	Increased grants and lockdowns delaying the City's ability to deliver programs resulted in significant funds being classified as Current Liabilities 'Income received in advance' (\$14m). Also a long term interest only loan (\$11M) is due for repayment in 2021/2022 which as a result was reclassified to Current Liabilities during 2020/2021

Financial Performance Indicators (cont.)									
Dimension/Indicator /measure	Results 2018	Results 2019	Results 2020	Results 2021	Forecasts		Material Variations		
					2021	2022	2023	2024	
Asset renewal and upgrade Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	New in 2020	New in 2020	99.74%	67.88%	79.39%	81.70%	82.71%	84.49%	Capital expenditure in 2021 was lower overall than previous years - in part due to some significant renewal and upgrade projects being delivered in 2021/2022. Renewal allocations have been increased in the 10 year plan, which begins to improve this ratio in future years.
Operating position Adjusted underlying result Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	-0.39%	0.38%	-5.17%	-6.84%	-1.52%	-0.91%	0.51%	1.25%	Lower user fees due to COVID-19 closures (over \$4.6m) have impacted on the underlying surplus. The 10 year Financial Plan forecasts a gradual improvement in the underlying result, however funding the full value of depreciation on the City's \$1.7 billion asset base remains a challenge.
Stability Rates concentration Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100 Rates effort Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	62.93%	62.63%	66.18%	70.84%	68.39%	69.05%	69.37%	69.59%	Rates as a percentage of underlying income increased in 2020/2021 due to lower user fees in the year.
	0.54%	0.54%	0.53%	0.53%	0.52%	0.52%	0.51%	0.50%	

Financial Performance Indicators (cont.)						
Retired indicators Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021	Comments	
Animal Management Health and safety						
<i>Animal management prosecutions</i>	8	4	Retired in 2020	Retired in 2020	This measure was replaced by AM7 from 1 July 2019.	
[Number of successful animal management prosecutions]						
Efficiency						
Revenue level						
<i>Average residential rate per residential property assessment</i>	\$1,677.94	\$1,758.73	Retired in 2020	Retired in 2020	This measure was replaced by E4 from 1 July 2019.	
[Residential rate revenue / Number of residential property assessments]						
Obligations						
Asset renewal						
<i>Asset renewal compared to depreciation</i>	87.42%	78.64%	Retired in 2020	Retired in 2020	This measure was replaced by O5 in 1 July 2019.	
[Asset renewal expense / Asset depreciation] x100						

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Other Information

1. Basis of Preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the Local Government Act 2020).

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year. For the prescribed financial performance indicators and measures, the results are as forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its four year budget on 24 June 2021. The four year budget includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The four year budget can be obtained by contacting council or located on the Greater Bendigo City Council Website.

Certification of the Performance Statements

In my opinion, the accompanying performance statements have been prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.



Nathan Morsillo, FCPA

Principal Accounting Officer

Date : 21/09/2021

Bendigo

In our opinion the accompanying performance statement of Greater Bendigo City Council for the year ended 30 June 2021 presents fairly in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

As at the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this performance statement in its final form.



Jennifer Alden

Councillor

Date : 21/09/2021

Bendigo



Andrea Metcalf

Councillor

Date : 21/09/2021

Bendigo



Craig Niemann

Chief Executive Officer

Date : 21/09/2021

Bendigo



Independent Auditor's Report

To the Councillors of Greater Bendigo City Council

Opinion	<p>I have audited the accompanying performance statement of Greater Bendigo City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2021 • sustainable capacity indicators for the year ended 30 June 2021 • service performance indicators for the year ended 30 June 2021 • financial performance indicators for the year ended 30 June 2021 • other information and • the certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion.</p> <p>Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether the performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
27 September 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

COUNCIL OFFICES

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Heathcote Service Centre

125 High Street, Heathcote

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Bendigo Art Gallery

42 View Street, Bendigo

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Bendigo Venues and Events

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CITY OF GREATER
BENDIGO